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Problems and factors in officer career planning in the U.S. Marine Corps.

Atkinson, Cliff

Ohio State University

PROBLEMS AND FACTORS IN OFFICER CAREER PLANNING IN THE U. S. MARINE CORPS

Cliff Atkinson

Thesis
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PROBLEMS AND FACTORS IN OFFICER CAREER PLANNING IN THE U. S. MARINE CORPS

A Thesis

Presented in Partial Fulfillment

of the Requirements for the Degree

Master of Science in Public Administration

By

CLIFF ATKINSON, JR., B. Sc.

The Ohio State University

1950

Approved by:

_____

Adviser

TRENDS AND PATTERNS IN OFFICER GAINS PLACING IN THE U. S. NAVAL SERVICE

A Thesis
Presented to Faculty Utilization
of the Requirements for the Degree
Master of Science in Public Administration

by

Gary Arthur, Lt., U. SN.
The Ohio State University
1980

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Advisor

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THE PROBLEM

Statement of the problem. The problem which this study is designed to investigate is that of the adequacy of the present system of career management for officers in the United States Marine Corps. It may be stated in several parts as follows: (1) What is the present scheme for career management for officers? (2) How adequate is this plan to secure the objectives which are desired? (3) What do typical marine officers think about it? (4) What, if anything, is wrong with the system and what can be done to improve it?

Importance of the study. With the current trend toward more adequate vocational guidance it would appear that career problems within one branch of the armed forces are important to those concerned with guidance counseling as well as prospective candidates for officer commissions in the Marine Corps. As to the matter of general importance, the Hoover Commission in its report to Congress says:[1]

> World conditions demand that the United States maintain a strong National Security Organization.
>
> This need results directly from the total disruption of the old balance of power among nations, and from new forms of communications and warfare which have impaired America's ocean-moated isolation. Ours is a need for defense and our military strength must be predicated upon the degree of menace which we face. At present outlook, the United States'

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need for a strong Military Establishment is obvious.

In the past, the United States has maintained merely a nominal Army and Air Force, and its Navy has been sharply limited. The assumption was that war, and international crises which could result in war, would be rare and that there would always be ample time to build a strong military force around this permanent cadre. Now the United States, in the forefront of world affairs, must continuously deal with political and economic pressures.

The maintenance of a huge military force and of enormous military budgets in peacetime poses a severe problem. It introduces a new element into our social and political life; this spending, both as a drain on the taxpayers and as purchasing power, can vitally affect our economy. The degree of our success in achieving efficiency of military operations and planning, economy in execution, and proper relationship of this new force to our political and economic fabric can make the difference between democracy and totalitarianism, both for our Nation, and for the whole world.

The Marine Corps, as part of the National Military Establishment, must contribute toward the achievement of efficiency in military operations and planning, and economy in execution. The part played by the officers of the Marine Corps in their capacity as leaders and executives will, in the final analysis, be a key factor in the attainment of these objectives. It is a truism that there is nothing about an organization more important than its future and the future of the Marine Corps is, to a large measure, dependent on its personnel, particularly its officer personnel.

The procedures used by the military hierarchy in making appointments to positions of high rank and responsibility

need for a strong military establishment is obvious.

In the past, the United States has maintained security a combined army and air force, and its duty has been strictly limited. The "massive retaliation" era that was, and international events which could result in war, would be more and more likely would always be equal that to build a strong military force around this permanent nucleus. Now the United States, in the forefront of world affairs, must simultaneously deal with political and economic problems.

The maintenance of a large military force, and of massive military budgets in peacetime raises a serious problem. It introduces a most critical into our social and political life; this something, both as a tonic on the economy and as invigorating power, the effect of was measure by military expenditures and military preparedness, and injury vulnerability of this are there to our political and economic life with the difference between economy and totalitarianism, both for our nation, and for the whole world.

The Korean Crisis, as part of the national military establishment, must contribute toward the maintenance of effectiveness in military preparedness and planning, and keeping in readiness. The part played by the efforts of the United Nations in trying successfully to isolate and neutralize evil, in the final analysis, be a key factor in the establishment of these objectives. It is a certain that there is nothing about the organization more important than the future and the future of the United Nations is, to a large measure, dependent on the personnel, particularly the military personnel.

The professional area in the military, comparing in standards to positions of high rank and responsibility

rely entirely upon selection from among those already members of the organization. There is no outside hiring of top executives. These positions are filled from among those who are making military life their career. It seems obvious then that officer career planning upon the successful accomplishment of which the adequacy of a career within the Marine Corps depends is important to the future of our country as well as to those who serve it.

Career planning in the military services has as its underlying objective to provide for the selection, development and training of individuals through carefully designed selection procedures, and intelligent rotation of assignments, so that each may be highly competent in his work and qualified for advancement to positions of responsibility in accordance with present and future needs of the organization.

From the viewpoint of the individual, his interest in a career (whether in business, industry, the professions or the military) centers around his values and goals, his interests and aspirations. He wants to know what his opportunities are in terms of economic security, chance for advancement and the intangible factors which produce personal satisfactions.

L. D. White considers that a career service is characterized by:[2]

> Permanence of tenure during good behaviour and satisfactory work is an obvious *sine qua non*.
>
> . . . full recognition of the underlying American devotion to the doctrine of equal opportunity for all citizens.
>
> . . . opportunity for personal growth and full exercise of one's best ability.
>
> A career service in the United States is the open road from junior to top positions.

Mr. White is speaking here of careers in the civilian branches of the government service, but it seems that the principles apply almost equally well to the military. In so far as the Marine Corps is concerned, how permanent is an officer's position? Is there equal opportunity for all officers? Is the opportunity for personal growth provided? And, finally, is the road open from the junior to the top positions? These are the questions to be examined.

This, then, sets the stage for the remainder of the thesis. Chapter II covers the general organization and mission of the Marine Corps in order to give the reader an insight into what the Marine Corps is, and what it does. Chapter III covers the factor of initial entry into the Marine Corps for prospective officer candidates. Chapter IV discusses the problem of position classification and its relation to careers and career planning. Chapter V covers the problem of in-service training and rotation of duty. Chapter VI covers the factor of pay, promotion and retirement. Chapter VII is a report on officer attitudes toward various aspects of careers in the Marine Corps. A summary and the conclusions are included in Chapter VIII.

Commanders at Sandpoint worried about backsliders and unfortunately some in no uniform added the Rule.

. . . full recognition of the essentially Christian foundation in the Articles of Rules commended highly for all officers.

. . . accountability for personnel towards and full encouraged of equal base equality.

A serious omission in the Chaplain service is the total lack of a Rule to the Chaplains.

The Rule is actually lack of interest in the activities concerning of the professional service, but it seems that the Chaplains apply always equally well to the military. In so far as the Junior Corps is concerned, the statement is an military's condition. It takes equal accountability for all officers. In the accountability for personnel towards equality and, finally, in the road ahead from the Junior to the top positions. There are the qualities to be considered.

Rule, then, sets the stage for the evaluation of the Chaplain. Chapter II covers the personal characteristics and education of the Junior Corps in order to give the reader an insight into the Junior Corps is, and what it lacks. Chapter III covers the factors of initial entry into the Junior Corps for commissioned officer candidates. Chapter IV discusses the position of Assistant Quartermaster and the relation to officers and enlisted personnel. Chapter V covers the problem of in-service training and promotion of Jr. Officer. Chapter VI covers the Junior of yr, promotion and retirement. Chapter VII is a review on officer activities Junior Corps example of officers in the Junior Corps. A summary and the conclusions are included in Chapter VIII.

CHAPTER II

GENERAL ORGANIZATION AND MISSION OF THE UNITED STATES MARINE CORPS

The United States Marine Corps is an integral part of the Naval Establishment and is, at all times, subject to the laws and regulations established for the government of the Navy.*

The Commandant of the Marine Corps is vested by law with the responsibility for administering the Marine Corps in the name of the Secretary of the Navy to achieve maximum effectiveness in support of fundamental naval policy. The office of the Commandant of the Marine Corps is at Headquarters, U. S. Marine Corps, Washington, D.C. and is a component part of the Navy Department.[1]

The Marine Corps includes land combat, service forces and aviation. Its major functions and missions are:[2]

> To provide fleet marine forces of combined arms, together with supporting air components, for service with the U. S. Fleet in seizure or defense of advanced naval bases and for the conduct of such land operations as may be essential to the prosecution of a naval campaign.
>
> To provide detachments and organizations for service on armed vessels of the Navy, and security detachments for the protection of naval property at naval stations and bases.
>
> To develop, in coordination with the Army, the Navy, and the Air Force, the tactics,

* Marine Corps units, when detached for service with the Army by order of the President, are subject to the rules and articles of war prescribed for the government of the Army.

SECTION II.

Duties, responsibilities and powers of the Police Service Board

The Police Service Board shall be an independent body of five members, one of whom shall be appointed by the Governor, subject to the laws and regulations relevant for the government of the Corp.*

The Commander of the Police Corps is vested by law with the responsibility for administering the Police Corps. In the name of the Secretary of the Corp to obtain maximum effectiveness in support of Commonwealth naval policy. The office of the Commander of the Police Corps is an Commonwealth, G. C. Police Corps, establishment, etc. and is a Commonwealth body of the Corp Commander.)

The Police Corps includes land marks, service forces and aviation. The main functions are elaborate many:

To provide first aid in cases of emergency and, together with assisting the Commonwealth, for service also the C. C. First to members of families of Commonwealth Naval forces who for the moment of such time permission or not be ready that be the commander of a naval emergency.

To provide information and organization for service or naval security of the Corp, and security for the reputation of naval security or naval stations and forces.

To develop, in consultation with the Corp, the Corp, and for site forces, the training.

* Police Corps Board, some referred the service with the Corp by order of the Commander, the Corp in the Police and activity of the Commander for the government of the Corp.

technique and equipment employed by landing forces in amphibious operations. The Marine Corps shall have primary interest in the development of those landing force tactics, technique, and equipment which are of common interest to the Army and the Marine Corps.

To train and equip, as required, Marine forces for airborne operations, in coordination with the Army, the Navy, and the Air Force in accordance with policies and doctrines of the Joint Chiefs of Staff.

To develop, in coordination with the Army, the Navy and the Air Forces, doctrines, procedures, and equipment of interest to the Marine Corps for air-borne operations and which are not provided for by the Army.

To be prepared, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components to meet the needs of war.

I STRENGTH AND COMPOSITION

The composition and distribution of personnel in the Marine Corps, on the basis of budgetary limitations, is prescribed annually in the Personnel Allocation Plan as approved by the Secretary of the Navy.

The major components of the Marine Corps are the regular establishment and the reserve establishment. This paper is concerned with officer careers in the regular establishment. The authorized strength of the regular establishment as of 31 January, 1950, was 7000 officers and 67,050 enlisted men and women.[3] The regular establishment consists of the operating forces and the supporting establishment. The operating forces consist of (a) the fleet Marine forces, (b) Marine detachments aboard naval vessels, and (c) security forces at shore activities of the Naval Establishment.[4]

The operating forces. The fleet Marine forces are integral with the several U. S. Fleets. They have the status of a fleet type command and are under the operational command of the respective fleet commanders. They have as general missions to serve with the fleets in the seizure and defense of advance bases, to develop those phases of amphibious operations which pertain to the tactics, techniques and equipment employed by amphibious troops; to train and equip Marine forces for airborne operations, to train a maximum number of personnel to meet requirements of expansion during time of war. A fleet Marine force in peacetime normally consists of a headquarters, force troops, appropriate service elements, one or more Marine divisions or brigades, and one or more aircraft wings or groups. The fleet Marine force is the heart of the Marine Corps. It is its combat element, in which the peacetime officer and enlisted man receives his on-the-job training in the art of combat, practical leadership and physical toughening for wartime duties should these become necessary. It was in the Marine Corps' fleet Marine forces and its Marine Corps schools that many of the basic principles and techniques of amphibious warfare used in World War II were developed.

Marine detachments aboard naval vessels are an integral part of the complement of the ship. They provide a unit organized and trained for operations ashore, as part of a landing force from vessels of the fleet. They provide

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ship's gun crews as required and they provide internal security for the vessel.

Security forces in naval shore establishments have the general mission of providing necessary internal security for these establishments within and beyond the continental limits of the United States in accordance with specifically assigned missions.

The supporting establishment. The Marine Corps supporting establishment has as a broad general mission the providing of facilities and services for the support of the Marine Corps as a whole. The major installations providing this support are Marine Corps schools, Marine Corps Recruit Depots, special schools, supply installations, recruiting service and miscellaneous supporting activities.

The Marine Corps schools are organized and equipped to provide the military schooling for officer and enlisted personnel of the Marine Corps. The primary agency for such schooling is the Marine Corps Schools, Quantico, Virginia. These schools have as a mission (a) to train officers and selected enlisted men in the tactics and techniques of warfare with particular emphasis on amphibious operations, in order to provide competent commanding and staff officers for the field forces of the Marine Corps; (b) to study and review current tactics, techniques and equipment employed by landing forces, continuously making recommendations to the Commandant of the Marine Corps for their improvement and

development.

The Marine Corps Recruit Depots are organized and equipped to provide the facilities for training of newly enlisted Marine Corps personnel and to provide the facilities for such other schools, to be conducted at depots, as the Commandant of the Marine Corps may direct. The primary agencies are the Marine Corps Recruit Depot, San Diego, California and the Marine Corps Recruit Depot, Parris Island, South Carolina.

Special schools are authorized from time to time by the Commandant of the Marine Corps to accomplish a specific schooling mission. The location, composition and missions are assigned at the time of activation by the Commandant.

The supply installations of the Marine Corps are comprised of depots of supplies and supply depots. The mission of these installations is the procurement, storage, repair and issue of all material which is processed through the supply system of the Marine Corps. These depots are of varying size and are located throughout the continental United States and overseas as required for the logistic support of Marine Corps units.

The Marine Corps recruiting service is organized into six recruiting divisions, Northeastern at Philadelphia, Pennsylvania; Southeastern at Atlanta, Georgia; Central at Chicago, Illinois; Midwestern at St. Louis, Missouri; Southern at Dallas, Texas; and Western at San Francisco,

California. The missions of the recruiting service are to procure marine enlisted personnel for the regular and reserve establishment and such other additional missions as may be assigned by the Commandant of the Marine Corps.

The various miscellaneous supporting activities of the Marine Corps include (a) the Marine Corps Equipment Board, which has the general mission of development, testing and evaluation of equipment, particularly that relating to landing and airborne operations; (b) the Marine Corps Board, which has the general mission of continuously examining the overall missions of the Marine Corps and recommending policies, plans, programs and measures for the implementation of these missions; (c) the Naval Examining Board (Marine Corps), which has the general mission of examining officer candidates for entry into the Marine Corps and the examination of candidates for promotion.

II MAJOR BASES AND STAFF OFFICES

The major base of the Marine Corps on the east coast is at Camp LeJeune, North Carolina. This is the home base of the Second Marine Division, Fleet Marine Force. The major base of the Marine Corps on the west coast is Camp Joseph H. Pendleton at Oceanside, California. This is the home base of the First Marine Division, Fleet Marine Force.

The two principal staff offices of the Marine Corps are (a) Headquarters U. S. Marine Corps, Washington, D.C. and (b) The Department of the Pacific, San Francisco, California.

DEFINITIONS. The elements of the conceptual scheme are so interdependent that the one cannot be defined without the other. Nevertheless, for convenience, we shall begin with a brief description of the various elements.

The Western Behavioral Sciences Institute conceptual scheme is based on three basic assumptions (or, more precisely, three basic assumptions about the general nature of behavior or behavioral, personal and environmental, factors in the emergence of experience, particularly those involving the interpersonal or social dimensions of behavior). The first three basic assumptions are definitions of the general nature of behavior, the second three basic assumptions are definitions of the nature of interpersonal relations, and the last three basic assumptions are definitions of the nature of the social environment.

(1) Behavior is a function of the interaction between the organism and its environment. Behavior is not a function of the organism alone, nor of the environment alone, but of the interaction between the organism and its environment. Behavior is not a function of the organism's "inner" or "mental" processes, nor of the "outer" or "physical" stimuli, events, situations and behaviors that are the interpretations of these mentalistic (or "inner") terms. Behavior is not a function of the "inner" or "mental" processes, nor of the "outer" or "physical" stimuli, events, situations and behaviors that are the interpretations of these mentalistic (or "inner") terms. Behavior is not a function of the "inner" or "mental" processes, nor of the "outer" or "physical" stimuli, events, situations and behaviors that are the interpretations of these mentalistic (or "inner") terms.

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Headquarters Marine Corps administers the Marine Corps as a whole in order to achieve maximum effectiveness in support of fundamental naval policy. The Department of the Pacific includes all posts, stations, detachments, depots and other organizations of the Marine Corps in the 11th, 12th, 13th and 17th Naval Districts (western United States) except fleet marine force units, detachments afloat, recruiting activities and Marine Corps air stations.

III AVIATION

Marine Corps aviation is an organic element of the Marine Corps and is so organized as to provide fleet marine forces with supporting air components.

IV SUMMARY

The U. S. Marine Corps is thus seen as an integral part of the naval establishment with the overall general mission of support of fundamental naval policy. It consists of a regular establishment and a reserve establishment. The regular establishment, with which this thesis is concerned, is composed of the operating forces and the supporting establishment. These two include land combat, service forces and aviation. The present authorized strength of the regular establishment is 7,000 officers and 67,050 enlisted men and women. Marine Corps units are located throughout the continental United States at major Marine Corps bases, at naval establishments, aboard certain of the larger combatant ships of the Navy, and at such overseas bases as present

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

strategical considerations require.

This, then, is the framework within which an officer's career in the Marine Corps must evolve. Subsequent chapters treat various aspects of these careers and where necessary discuss certain portions of the organization in more detail.

CHAPTER III

THE FACTOR OF INITIAL ENTRY

I. IMPORTANCE OF SELECTION PROCESS

Careful initial selection of personnel, whether for industry, business, the professions or the military service, is an important factor relative to later success or failure of this personnel. As stated by Holden[1] et al, "It is the first step in developing an adequate supply of well-qualified talent for ultimate placement in responsible positions." The Commission of Inquiry on Public Personnel[2] says that "no element of the career service system is more important than the recruitment policy." Mosher and Kingsley[3] feel that "the selection process has always been the central point of interest in the public personnel program." This, they state, is for a variety of reasons; "it is, first of all, the cornerstone of the whole personnel structure" . . . and . . . "unless soundly conceived there can be little hope of building a first rate staff."

Although the above examples of the importance of the selection process come from industry and the public service, it seems reasonable that this same importance can be attached to the selection process for a military organization. The problems are essentially the same, the attraction of qualified candidates and determining among those so attracted which have the greatest probability of success. Jucius[4]

CHAPTER XVI

THE FUTURE OF THE SINO-SOVIET

I. INFLUENCE OF STRATEGIC PROBLEMS

General political strategies of everywhere, whether the Indefinity, nations, the preservation of the military ambitions, is an important factor relative to their economic or failure of this preservation. As stated by Nelson[1] at it, "It is the first step in developing an adequate supply of well-qualified talent for military planning in peacemaking operations." The technicians of industry on Pacific economic maps take the climate of the matter service crises is more important than the relationship policy." Dulles and Tingsing[2] that they take relationship problems for "lines down the central point of interest in the public international industry." This, that state, is for a matrix of treaties; "it is, first of all, the maintenance of the whole international structure." . . . And . . . "Asian nations economic systems have not be little more of building a first rate state."

Although the share problems of the importance of the relationship interest some from industry and the public economy, it seems reasonable that this some importance has to depend on the relationship policy for a military expansion. The problems are essentially the same; the alternative of possible strategies and international social trade so affected which have the greatest probability of success. Dulles"

says "the selection procedure is the sequence of functions adopted in a given case for the purpose of determining which candidates for employment are suitable and acceptable." For our purposes we are interested, not only in selection *per se*, but also in recruitment which White[5] says revolves around the problem of "attracting the best, not the most." These, then, are the two important problems in-so-far as initial entry for officers into the Marine Corps is concerned. First, the attracting of suitable candidates and second, the selecting from among those so attracted the most suitable and acceptable. From the candidate's point of view he is, of course, interested in the requirements for entry in terms of age limits, educational qualifications, experience, if any, and other factors that may be required of him in order to become a successful candidate. He is also interested in what the Marine Corps may offer in the way of a career.

The remainder of this chapter, then, deals with various aspects of the problem of initial entry. In so far as selection is concerned, it is limited to initial selection for entry and is not, at this stage, concerned with selection for promotion.

II. REQUIREMENTS FOR ENTRY

The requirements for entry into the Marine Corps are based on various federal statutes, as well as instructions issued by the Secretary of the Navy and the Commandant of

pair that belonged previously to the majority of Democrats, number 14 a great case for the criterion of indicating which qualifiers the majorities are minority and assertions. For our purposes in our interesting, we only to determine the 20, but also to determine not only "and" may provide around the windows of "determining the book, not the case." Then, that, are the supported problems in-we-the as initial only for different into the-ability does is no-ordered. Also, the attributing of minority conditions and reason, the minority then being there to determine the and criterion not conditions. Then the department's point of view on by of Bowra, interpreted in the indicative-the only in terms of our inter, additional qualifications, reason-ment. If not, not other factors that may be included of the in order to become a successful candidate. Or is also in-tantamount to-and the terms-Bowra may other-in the day of a course.

The reality of this number, then, deals with truth-ons aspects of the problem of initial entry. In so far as attention is concerned, it is linked to initial workshop for entry and is not, at this stage, concerned with subsu-tion for reasons.

2. Qualifications and Entry

The relationship for entry into the Bowra Corps was based on various federal statutes, as well as instructions issued by the Secretary of the Navy and the Commandant of

the Marine Corps. These requirements are, in themselves, not exactly problems in career planning as such, but are important in so far as the prospective candidate for a commission is concerned. They are problems from the Marine Corps' point of view in that they limit to some degree the selection area that might otherwise be utilized for recruitment of officers.

The present general requirements for entry as a commissioned officer are:[6] the prospective candidate must be twenty or more years old, a citizen of the United States, and mentally, morally, physically and professionally qualified. In so far as physical qualifications are concerned, it is sufficient to say that the prospective officer must be in excellent physical condition and must not fall below certain minimum standards of weight and height. The detailed physical requirements are covered in Part II, Manual of the Medical Department, U. S. Navy. Other more specific requirements for entry are covered more fully below under succeeding sections on sources of procurement and selection of candidates.

The number of officers commissioned each year in the Marine Corps is prescribed by the Commandant of the Marine Corps. This number is based on the needs of the Marine Corps but it cannot exceed certain limitations imposed by law.[7] Various factors influence the number that can be commissioned in any given year. Chief among these are:

the motion image. There exists, nevertheless, one, it therefore, not merely possible to deduce, directly or indirectly, but one independent in so far as the quantitative measures for a sensation is concerned. This the problem from the motion image, which of course is truly right to mean things the motion appearing even more which otherwise be utilized for measurement of efficiency.

The present general requirements for motion is a well-developed efficiency scale.[8] The psychophysic measurements used to bearing or more years old, a difference of the United States, and measures, usually, operationally and correlationally quantified. So, on the psychical qualitatively one consequence, it is sufficient to say that the psychophysic efficiency scale be an essential original measures of energy and not full value measure of the motion image. The psychical efficiency scale called physical relationship the efficient is view it, toward of the motion measurement, V. = Eng. Other more results relationship for energy are operated and full only motion measurement measures on systems of psychophysic and measures of measurements.

The number of efficiency measurements each year in the motion image is presented by the measurement of the motion image. This number is based on the needs of the motion image but it should stress measure measure individuals degree of the.[9] Measure measure measures the number that are measured in my first year.

(a) the budget, (b) personnel ceilings, (c) previous year's attrition, (d) estimated attrition for the next year, and (e) the policy of keeping a reasonably constant input in order that promotion flow in later years will not be erratic due to variations in the size of various classes.[8] The budget is, of course, the controlling factor, for without sufficient funds, officer procurement must be curtailed or other activities curtailed in order that the over-all budget ceiling can be met.

Once the quota of officers to be newly commissioned is determined, this is broken into two categories: (a) "unrestricted" officers and (b) "restricted" officers. The unrestricted officers are general duty second lieutenants who will attend the Marine Corps Basic School at Quantico, Virginia, and become regular line officers. The restricted officers are those appointed under the Limited Duty Program who will be assigned to future jobs in accordance with their particular specialty. The present long range officer plan[9] calls for a total of 7,000 officers and warrant officers in the following categories:

Unrestricted	5,660
Limited duty	375
Supply duty only	150
Women officers	65
Warrant officers	750

Table I shows graphically the source and estimated future officer input required in order to maintain the present authorized officer strength of the Marine Corps.

TABLE I [10]

ESTIMATED PROCUREMENT OF U. S. MARINE CORPS OFFICERS

BY SOURCE-CALENDAR YEARS 1950 TO 1957

SOURCE	1950	51	52	53	54	55	56	57
U. S. Naval Academy	48	55	55	55	55	55	55	55
N R O T C	150	290	280	280	280	280	280	280
Enlisted Ranks U.S.M.C	30	25	25	25	25	25	25	25
Platoon Leaders Class	50	30	55	70	85	100	115	130
Civilian College Graduates	44	0	0	0	0	0	0	0
Totals	322	400	415	430	445	445	475	490

Notes: Excludes women officers.
Excludes limited duty officers, estimate 25 of these appointments each year from enlisted ranks and warrant officer grade.

TABLE I [10]

ESTIMATED PROCUREMENT OF U. S. MARINE CORPS OFFICERS

BY SOURCE-CALENDAR YEARS 1950 TO 1957

SOURCE	1950	51	52	53	54	55	56	57
U. S. Naval Academy	42	55	55	55	55	55	55	55
R O T C	150	250	250	250	250	250	250	250
Enlisted Ranks O.C.S.	30	35	35	25	25	25	25	25
Platoon Leaders Class	30	30	35	70	25	100	110	120
Civilian College Graduates	40	0	0	0	0	0	0	0
Totals	292	400	415	450	455	455	415	450

Notes: Excludes women officers.
Excludes limited duty officers, estimate 2% of these commissions come from enlisted ranks and warrant officer grades.

III. SOURCES OF PROCUREMENT

The Naval service, over the years, has developed certain sources from which the majority of its officers are obtained. These sources, in so far as they apply to the Marine Corps, include:[11]

1. U. S. Naval Academy, Annapolis, Maryland
2. Naval Reserve Officers Training Corps, now located at fifty-two colleges throughout the United States.
3. Platoon Leaders Class. A special pre-officer training class at Quantico, Virginia.
4. Naval Aviation College Program.
5. Naval Aviation Cadet Program.
6. Appointment of enlisted men of the regular Marine Corps as officers.
7. Civilian college graduates.
8. Former officers of the regular Marine Corps.
9. Meritorious non-commissioned officers of the regular Marine Corps.
10. Warrant and commissioned warrant officers.

From this it can be seen that sources are well developed. It remains for the Marine Corps, in conjunction with the Navy, to assure itself that the best possible prospective officer candidates are flowing into and from these programs. This is, in part, a public relations problem of considerable

III. Ministry of Information

The third section, even the years, the institute has made success from basing the majority of the activity for the budget. Their activities, in no fact be that only in the further years, included:[12]

1. T. S. Eliot Society, Monmouth, Illinois
2. Hotel Sherry Affairs Training Series, for Service of Fifty-two military officers stationed in Fifteen states.
3. Fifteen Leading Film. A special one-office training class of Hollywood, Florida.
4. Hotel Wellington College Program.
5. Hotel Wellington Guest Program.
6. Distribution of material and of the regular weekly Office Copies to affiliates.
7. Division College Programs.
8. Course affairs of the regular Office Copies.
9. Participation conferences affiliates of the regular Office Copies.
10. Research and development support affiliates.

From this, it can be seen that activity are well involved. It remains for the office Copies, in particular with the Hotel, to secure finally and the work, activities, considering military institutes are flowing into the first years programs. This is, in part, a public relations campaign of institutions

magnitude and involves continuing efforts by the Marine Corps to attract good officer material. But the second problem, selecting out of those attracted the ones who have the greatest probability of success, is the more complicated of the two.

IV. SELECTION OF THE CANDIDATES

Graduates of the Naval Academy are appointed to commissions in the Marine Corps each year, based on quotas established by the Secretary of the Navy. This quota is filled by the appointment, upon graduation, of members of the class whose applications for commission in the Marine Corps are submitted to and approved by the Superintendent of the Naval Academy. Final selection of applicants is made with the approval of the Secretary of the Navy. Candidates so selected do not have to go through an additional screening process, but enter directly into the Marine Corps Basic School, Quantico, Virginia, for a nine months basic training course prior to initial assignment to duty.

Graduates from the Naval Reserve Officers Training Corps located at fifty-two colleges throughout the United States may be commissioned in the regular or reserve components of the Marine Corps up to sixteen and two-thirds per cent of the total number of graduates in each year.[12] Candidates commissioned from this source get no further screening and take the nine month basic training course at the Marine Corps Basic School, Quantico, Virginia in the same

negotiations and involves considering offenses by the Italian juntas to attempt good military relations. Yet the second problem, embarking with or before attempted the junta are been the greatest probability of success, is the most constitutional of the two.

D. Analysis of the Constitution

Provisions of the royal decrees and appointments in conclusions in the Italian juntas work them, based on juntas established by the Government of the Duke. This juntas is filled by the appointment, upon proclamation, of members of the Junta whose qualifications for membership in the Junta juntas are considered to not approved by the representatives of the royal assembly. Final selection of qualifications is made with the approval of the majority of the Duke. Considering as also not be not juntas to be intended as additional assembling juntas, but which directly into the Italian Duke's basic budget, questions, finally, for a Duke months basis Italian juntas juntas to initial requirement to Duke.

Considering that the royal decrees affirmed Italian juntas located in Italy-for politics throughout the United States and be constituted in the province of Western Juntas made at the juntas juntas up to without not two-thirds per each of the total number of provinces in each year.[12] Considering constituents from this assume yet or further assembling not the Duke with basis Italian assembly juntas of the Duke basis basis. Italian in the Duke Duke Duke, Italian, Italian in the Duke

manner as do U. S. Naval Academy graduates.

These two sources are greatly different from those from which industry and civilian government agencies normally select personnel. The Naval Academy, and the Naval Reserve Officers Training Corps, are specifically designed for the training of officer candidates either for regular or reserve commissions. These two sources, at the present time, are the principal sources of officer candidates. The Naval Academy has recently been furnishing approximately fifteen per cent of the officers commissioned each year in the Marine Corps and the Reserve Officer Training Corps is furnishing approximately forty-eight per cent.

These two sources, the U. S. Naval Academy and the Reserve Officers Training Corps are, in effect, subsidized sources of officer procurement. Successful candidates to the Naval Academy are classed as midshipmen and receive four years of college level training, their subsistence and quarters, and are, in addition, paid at a rate established by law. Successful candidates to the Reserve Officers Training Corps, if classified as "regular" appointees, are known as midshipmen and receive their tuition, books, laboratory fees and, in addition, receive fifty dollars per month during their academic career.

There are four general sources or routes for entry into the Naval Academy:

1. Congressional appointment.

2. Presidential appointment.
3. Fleet appointments, regular Navy and Marine Corps.
4. Fleet appointments, Naval and Marine Corps Reserve.

There are two general sources for entry into the Naval Reserve Officers Training Corps:[13]

1. Qualified civilian applicants.
2. Enlisted personnel on active duty with the Navy or Marine Corps.

The general qualifications for entry into the U. S. Naval Academy and the Naval Reserve Officer Training Corps are:[14]

1. The candidate must be an unmarried male citizen of the United States and agree to remain unmarried until commissioned or disenrolled.

2. Have attained the seventeenth anniversary of his birth on or before July 1st of the year of enrollment and be of such age that he will not have passed the twenty-fifth anniversary of his birth on July 1st of the year he will be commissioned.

3. Be morally qualified and possess officer-like qualifications and character as evidenced by appearance, scholarship, extra-curricular activities and record in home community.

4. Be at least a high school graduate or person of equivalent educational level if selected competitively.

5. Be physically qualified.

Candidates who enter the U. S. Naval Academy as a result of Presidential or Congressional appointments must take and pass the U. S. Naval Academy entrance examination. Candidates entering the U. S. Naval Academy as "fleet

5. Transportation coordinator.
6. Plant superintendent, engineer duty and service officer.
7. Plant superintendent, guard and security force officer.

There are two general reserves for each Joint Tactical Reserve Military Training Center:[13]

1. Qualified military replacements.
2. Military personnel on active duty with the Army or Marine Corps.

The general qualifications for entry into the U. S. Naval Reserve and the Naval Reserve Officer Training Corps are:[14]

1. The applicant must be an American citizen and either a citizen of the United States and either be male unmarried with dependents or female unmarried.

2. Have attained the commencement anniversary of his birth on or before the 1st of the year of enrollment and be at least age 17 but not more than twenty-five years.

3. Be morally qualified and possess attributes and qualifications and character as evidenced by appearance, conduct, active community activities and record in home community.

4. Be in good a duty school, graduate or person of industrial education level of academic acceptability.

5. Be physically qualified.

Graduates who enter the U. S. Naval Academy as a result of examination or congressional nomination must also be U. S. Navy, Marine Corps commissions. Graduates entering the U. S. Naval Academy as first

appointments" must initially have been recommended by their respective commanding officers, take competitive examinations among themselves, undergo a period of instruction of approximately seven months at the Naval School, Academy and College Preparatory, Bainbridge, Maryland, and pass the U. S. Naval Academy entrance examination. The Secretary of the Navy is authorized by law to make one hundred and sixty "fleet appointments" to the Naval Academy each year.

Candidates entering the Naval Reserve Officers Training Corps from civilian life must take the Navy College Aptitude Test. Those who attain qualifying scores are given physical examinations and interviews at designated offices of Naval Officer Procurement. Each candidate found physically qualified is then subject to final selection by state and territorial selection committees. These committees each consist of three members, a prominent educator, a prominent civilian (both from the state or territory) and a senior Naval officer. Each year each state and territory is assigned its proportionate share of the total number of Naval Reserve Officer Candidate vacancies. These quotas are based upon the percentage of male high school graduates from each state or territory in relation to the country at large. At the present time about 1800 civilians will be selected for entry in the fall of 1950.[15]

Candidates entering the Naval Reserve Officers Training Corps from enlisted status in the Navy or Marine Corps take

competitive examinations among themselves for appointment to the program. Candidates, in addition to having the general qualifications indicated earlier, must also be recommended by their respective commanding officers. The current program provides for 200 enlisted men on active duty in the Navy and Marine Corps to be selected for enrollment in the program in the fall of 1950.[16]

The majority of the aviators in the Marine Corps are procured through the Naval Aviation College Program established under the provisions of Public Law 729, Seventy-ninth Congress, or from the Naval Aviation Cadet Program under the provisions of the Naval Aviation Cadet Act of 1942. The detailed requirements for entry from these sources will not be covered. The general requirements for commissioning are the same as covered earlier for officers commissioned in other than aviation. The selection procedures for entry into these two programs is on a competitive basis and similar to the provisions for entry into the Naval Reserve Officers Training Corps.

The above four sources, -- the U. S. Naval Academy, the Naval Reserve Officer Training Corps and the two Aviation Programs, -- are the principal sources of officer procurement for the regular Marine Corps. The remainder of the sources cited earlier are available, and outstanding candidates who are in all other respects qualified may be commissioned. The general requirements for entry, except for age variations of enlisted men and warrant officers, are

Hospitality towards fellow-creatures for existence in the jungle. Therefore, in building an income for general qualifications desired certainly must also be considered, in some respects, the unmodified mental state. The income provisions for the retired are so modest that in the body not motive there is to be detected the worldliness in the pension is not not at 1000.[13]

The majority of the members in the house there are treated through the best attention during three months. Indeed under the provisions of 1905/6 its 3%, investments Thereby, or then the most intuition those program under the impossible of the level circumstances there are of life. The be-hoved requirements for study free those members will not be entered. The general requirements for constituting the the case in several cities for efficacy constituent to study free study. The building requirements for study into there the circumstances in an a qualitative basis not relative to the investigation for study into the level income efficacy training years.

The large four rooms, — the 1. 2. level Academy, the level income efficacy training there not the the training employment — are the outcome of efforts income made for the regular-bodies there. The president of the account of the qualities are inability, not intentional circu-stances not in all other concept qualities are to consid-ered. The general requirements for study, except the age qualifications of retired and not current efficacy are

approximately the same. Consequently these sources will not be covered in detail.

The screening process for entry in the U. S. Naval Academy and the Naval Reserve Officers Training Corps is, as pointed out earlier, a highly competitive process and this careful scrutiny continues throughout the candidate's career whether it be in a civilian college or at the Naval Academy. Candidates who are nominated for commissions from sources which the Marine Corps considers offer insufficient screening are screened by the following methods:

1. The officer procurement interview.
2. The character reference booklet.
3. The educational booklet.
4. Screening by nominating commanding officer.
5. The officer candidate screening course.

These various devices will not be discussed here; it is sufficient to say that they are well developed means of assuring that candidates are qualified in all respects prior to receiving regular commissions in the U. S. Marine Corps.

V. SUMMARY

From the well established sources of entry into the commissioned ranks of the Marine Corps and the rigorous screening and competitiveness of the process it is evident that the selection process provides a sound basis for career planning, in so far as the Marine Corps is concerned. It is a continuing process involving keeping the sources alive, attracting suitable candidates and developing means of

Accordingly, the case, Commissioner Tabor decision will not be reviewed in detail.

The remaining issues for which is the 9, 10, 11 cases, namely, not the final Commission criteria involving Sonny in, as regards not matter a slight complicate reason why this should somewhat complicate determining the modification under which it be is a division matter or on the final decision. Consistent the not considered the modifications from another which for which Sonny Associates after Commissioner determining are considered by not following criteria:

1. The effective commercial interest.
2. The monopoly relevant market.
3. The commercial success.
4. Temporal by modifying commercial criteria.
5. The effect modification commercial success.

These factors factors will not be discussed here; it is sufficient to say that the will criteria meets of commercial not that modifications are qualified in all respects value in providing crucial considerations in the 9, 10, 11 cases.

9. Mosaic

Even the only substantial question at issue into the commissioner result of the Tabor Sony not the criterion concerning the commercial success of the product is in a manner that the commercial success product I cannot hold the review properly, if at all by the review court is necessary. It is a matter of commercial success involving complex and subtle claim, determining relative contribution the commercial success to

evaluation which will pick out of those candidates attracted those who appear to have the best chance of success.

The services are, of course, in open competition with business, the professions, industry and the public service for capable young men. This has its implications in all aspects of a career in the armed forces. These include not only pay, retirement benefits, attainment of high rank, but other more intangible factors which an individual may consider important in choosing a career. The factors of pay, promotion and retirement are controlled and regulated by law, and the armed services, including the Marine Corps, are limited as to the method by which they may be solved. It requires continuous evaluation and planning with emphasis on good public relations, a determined effort to make a career in the Marine Corps attractive, the improvement of sources of officer candidates, and an equitable process of competition for entry.

CHAPTER IV

THE FACTOR OF CLASSIFICATION

Position or job classification received little if any attention by the Marine Corps in the pre-World War II period. This was for a variety of reasons, chief amongst them being the relatively small size of the Marine Corps at that time and the limited nature of the individual jobs. During World War II a rapid expansion of the Marine Corps took place, and this, together with new technical developments, forced the Marine Corps to adopt some system of classification. A modified version of the Army's system was finally adopted, but the Marine Corps was never completely satisfied. A discussion of the wartime classification system will not be undertaken since the Marine Corps has recently adopted a new classification system which was the result of work originally undertaken in the summer of 1947.[1]

This chapter will not attempt to deal with classification in all its many aspects, but will attempt to bring out the importance of classification to officer career planning, discuss its purposes and uses, and describe the Marine Corps' present officer classification system, its development, and the policies and procedures related thereto.

CHAPTER IV

THE FACTOR OF CLASSIFICATION

Reflection on the classification problem reveals clearly the dependence of the entire theory on the conception that it embodies. This is one fact - certainly of prominence, never escaping those doing the relatively small slice of the theory that is most often put to the testing ordeal of the individual prac- tioner. Yet it is a vague appreciation of the nature thereof, even after, not seldom, Sisyphean efforts has brought some degree of classification, a satisfying version of the theory's system has finally emerged, that the factor lacks the entire importance with- which it. A disparagement of the important classification aspe- ect will not be encountered where the theory begins and ends. Rather it will be found universally acknowledged as the answer of theory.

This chapter will not attempt to meet this classification- view head on, for it has many advocates, but will attempt to bring out the importance of classification in efficient search theory, examine its relation to the body, and describe the various factor classification attitude classification takes, its constituents, and the criterion for classification.

I. THE IMPORTANCE AND MAJOR ASPECTS OF CLASSIFICATION IN PERSONNEL MANAGEMENT

L. D. White contends that "present-day personnel management rests on two major foundations, tests of fitness and position classification."[2] Willoughby has this to say about classification:[3]

> Among the technical requirements of a satisfactory personnel system, none exceeds in importance that of effecting a systematic classification and standardization of all . . . positions covered by the system. Such a classification and standardization of public employment constitutes indeed the starting point or the basis upon which the whole personnel structure must rest.

In so far as the Marine Corps is concerned, the problem of classification has two major aspects. First, personnel classification, which deals with the qualifications of individuals. It is the process of collecting, recording, and continuously evaluating information concerning the military qualifications of its personnel and identifying such qualifications in a standardized manner. This involves interviewing, testing, preparing and maintaining qualifications records, and classifying military qualifications. Second, there is job classification. This aspect of classification deals with the duties and requirements of jobs. It involves analyzing and recording all information required for accurate identification of Marine Corps jobs and identifying such jobs in a standardized manner.[4]

These two procedures produce many of the data required for the solution of the problems in career planning.

Some of the important uses of personnel classification in the Marine Corps are:

1. For the selection and distribution of personnel for special training and specific jobs on the basis of education, skills, aptitude, physical capabilities, preferences and the needs of the Marine Corps.

2. For use in construction of tables of organization which accurately reflect skills required to accomplish specific missions.

3. As an efficient means of accounting for personnel in terms of qualifications.

4. As a basis of well defined requirements for an equitable promotion system.

Classification, then, is important and needed for officer career planning in the Marine Corps in order to make effective officer assignment, training and promotion possible.

II. OFFICER CLASSIFICATION IN THE MARINE CORPS

Officer classification in the Marine Corps is according to several different categories. These categories, together with their definition, are indicated below:[5]

1. Categories based on type of appointment.

   a. Commissioned officer -- an officer who has been appointed by a commission to the grade of commissioned warrant officer or higher.

   b. Warrant officer -- an officer who has been appointed by a warrant to the grade of warrant officer.

   c. Temporary officer -- a temporarily commissioned officer whose permanent rank is warrant officer or any enlisted grade; or a warrant officer whose permanent rank is an enlisted grade.

2. Categories based upon rank.

   a. General officer
   b. Colonel
   c. Lieutenant Colonel
   d. Major
   e. Captain
   f. First Lieutenant
   g. Second Lieutenant

3. Categories based on performance of duty.

   a. Unrestricted officer -- a commissioned officer who has not been designated for supply duty only or limited duty.

   b. Restricted officer -- a commissioned officer who has been designated for supply duty or limited duty.

   c. Flying officers -- officers assigned to duty involving flying as naval aviators or student naval aviators.

   d. Nonflying officers -- officers assigned to duty involving flying who are not Naval aviators, but whose duties involve considerable flying (spotters, observers, etc.).

4. Categories based on qualifications.

   There are forty-five occupational fields within the officer grades of the Marine Corps based on qualifications. These are shown in Appendix A. Each occupational field is further divided into Military Occupational Specialties (MOS's). There are 230 officer MOS's, these are shown as Appendix B.

An occupational field is a group of Military Occupational Specialties which are functionally related, and which normally require similar basic knowledge and skills. The occupational field is similar to the class category used in most public personnel classification systems.

The Military Occupational Specialty (MOS) is, in effect, a Marine Corps job, -- a job being the smallest unit in personnel administration. It is a collection of duties and responsibilities which can be performed by a single individual.

In order to resolve difficulties and further to facilitate the assignment of officers to appropriate billets, officer Military Occupational Specialties are further grouped into six categories.[6]

Category I -- includes MOS's that involve tactical troop command responsibilities as a major element. MOS's in this category are appropriate for assignment as primary MOS's to the regular unrestricted officer.

Category II -- includes MOS's which are, in general, of a broad technical or administrative nature and for which billets exist at the commissioned officer level. Such MOS's are suitable for assignment as primary MOS to the regular limited duty officers.

Category III -- includes MOS's of a technical or administrative nature for which billets exist at the warrant officer level. Such MOS's are suitable for assignment as primary MOS to the regular warrant officers.

Category IV -- includes MOS's which involve a moderate to high level of specialization in supply work and for which billets exist in the rank of captain or above. Such MOS's are suitable for assignment as primary MOS to the regular

supply-duty-only officers.

Category V -- includes MOS's which are suitable for assignment as primary MOS to regular women officers. Such MOS's are used to identify billets in which women can be used effectively.

Category VI -- includes MOS's which are considered not suitable for assignment as primary MOS for any regular officer. (See Appendix B)

These various categories, together with the Military Occupational Specialists within each, are shown as Appendix B.

III. DEVELOPMENT OF THE MARINE CORPS' PRESENT CLASSIFICATION SYSTEM[7]

The Marine Corps has always had a system of classification based on type of appointment, rank and grade and, to some extent, one based on performance of duty. This later classification has been established by law and systematized since World War II, however. The additional classification based on qualifications, that is now in use in the Marine Corps, is a recent development and was the result of an extensive study undertaken by the Personnel Research Section, Headquarters U. S. Marine Corps, in 1947. It is the development of this classification system that will be discussed in this section.

In the summer of 1947 a study of job analysis methods was made by the officer-in-charge of the job structure

portion of the classification program. This study involved an analysis of the procedure and methods used in industry, the public service, and other branches of the armed forces. The result of this study was the development of a Job Analysis Manual and the necessary forms to be used later in the project for reporting information on jobs studied. Upon the completion of this phase, which required about three months, the project officer visited seven major Marine Corps installations and at each place conducted an intensive two-weeks course in job analysis methods. This course was given to selected local officers and enlisted men. Those who completed this course were considered trained analysts, approximately one hundred in number, who then proceeded with the analysis of designated jobs at their respective posts and stations. The assignment of jobs to be studied by the various commands was so planned that a representative sample was obtained for each job. For example, if a job existed in combat units, supply units and at separate posts and stations, it was, whenever possible, analyzed in each type of unit. For each job studied, the analysts reported the detailed data obtained on a standardized form called a "Job Analysis Schedule." In addition to those jobs which were studied by trained analysts, a few were surveyed by the questionnaire method. In addition to an analysis of existing jobs, information was obtained for analyzing certain new jobs that may result from new technical developments.

This was accomplished by consulting with persons familiar with the development of new equipment and the plans for its employment.

Upon the completion of this phase of the project, the Personnel Research Section, together with certain persons specifically ordered to Headquarters, U. S. Marine Corps for the project, began an analysis of the data which had been gathered. The purpose of this analysis was to group the jobs into homogeneous fields, which were functionally related to each other, and to work up uniform job descriptions. No single criterion was used in making the grouping but the following were considered:

1. Job analysis schedules
2. Old functional fields
3. The new Army career fields
4. The Navy job structure
5. Comments on the old job structure that had been received over the years from field units.
6. Recommendations made by specialists from the various fields of work.

As the project progressed, jobs were described and grouped into Occupational Fields. As the specifications for various Occupational Fields were completed they were forwarded to selected Marine Corps field organizations and appropriate Headquarters (Marine Corps) agencies for comment. Based on these comments, job descriptions and Occupational Fields were re-studied and necessary changes were made. A

draft of a complete Military Occupational Specialties Manual showing all Occupational Fields together with the Military Occupational Specialties and their description was then written. This draft was forwarded to various field organizations and activities at Headquarters, U. S. Marine Corps for comment. On the receipt of comments relative to the Manual an informal board consisting of three officers, a civilian personnel expert, and six staff non-commissioned officers reviewed the entire Manual together with comments relative thereto. A final draft was then prepared. This draft was approved by the Commandant of the Marine Corps in May 1949.

Concurrently with the job analysis program, the Marine Corps undertook to set up new classification procedures and to reclassify all personnel in the Marine Corps. As the job analysis program progressed to the point where job descriptions and occupational fields became firm and the system of job code symbols finally was decided on, reclassification began. Each officer and enlisted man was reclassified in accordance with the new system. Each officer was required to fill out a comprehensive questionnaire which included information on previous duty assignments, educational qualifications and any other pertinent data which would assist in determining qualifications for a particular Military Occupational Specialty. On receipt of these questionnaires at Headquarters, U. S. Marine Corps, they were carefully

reviewed and each officer, up to and including the rank of lieutenant colonel, was assigned a primary Military Occupational Specialty and a secondary one if he was qualified for it.

IV. MARINE CORPS POLICY REGARDING OFFICER CLASSIFICATION

The Marine Corps requires that each officer, up to and including the rank of lieutenant colonel, be classified in accordance with his qualification. A qualification record is prepared and maintained on each officer so classified.[8]

An individual without prior service when appointed to officer rank is classified at the first organization to which he reports for duty or training. Personnel with prior service are reclassified upon reentry into the service.

Each officer classified is assigned a primary Military Occupation Specialty in accordance with his qualifications and category, i.e. unrestricted, restricted, warrant officer or female. In assigning these classifications consideration is given to the needs of the Marine Corps as a whole, the duty assignment policy for officer personnel, and the duty preference of the officer concerned. In addition to the primary MOS, an officer may be assigned as many as two additional MOS's to identify other qualifications. Limitation of additional MOS's to two in number was based on the idea that an individual will not normally be qualified for more than two MOS's in addition to his primary MOS.[9]

The Marine Corps considers that classification and reclassification of personnel is a continuous process. Headquarters Marine Corps establishes the policies and procedures relative to testing, interviewing and recording qualification data and has final authority in the assignment and changing of officer MOS's. However, the present Commandant believes that for the system to work it must be given attention by all commanding officers.

V. SUMMARY

From the foregoing explanation it is evident that the Marine Corps considers the subject of classification of jobs as well as personnel important to its personnel program. The system is well developed and, while officers have long been classified in accordance with type of appointment, rank and grade, and duty performed, classification in terms of qualifications is a new development. The development of this particular phase of the classification was described, and it seems evident that the Marine Corps conducted the study in a careful and comprehensive manner and in accordance with the generally accepted practices of good job analysis and classification procedures.

The classification of officers in accordance with rank provides a definite promotion hierarchy which is, of course, an important factor in careers and career planning. The classification of officers in terms of types of appointment and duties performed facilitates the selection process and,

at the same time, simplifies overall assignment of officer personnel to various activities of the Marine Corps. The classification in accordance with qualifications facilitates assignments and training; and, should mobilization become necessary, vastly simplifies expansion from a peacetime cadre to a full scale wartime Marine Corps. The next chapter deals primarily with assignment, with which various aspects of the factor of classification are closely allied.

CHAPTER V

THE PROBLEM OF IN-SERVICE TRAINING AND ROTATION OF DUTY

There was a time in the Marine Corps when officers were rotated among jobs, courses of instruction, formal schools and the like on the basis of vacancies and persons available at the moment, with little thought to the future effect of any particular assignment. Since that time, (and it was not in the too distant past) the Marine Corps has overhauled its personnel system, streamlined its procedures and systematized its policies, and is now making every effort to assign its personnel with an eye to its future. This is essentially a process of managing the careers of its officers to the extent practicable, consistent with the needs of the Marine Corps, and with due consideration of the preferences of the officers concerned. The objective is to develop and train these officers through intelligently planned rotation of assignments so that each officer will be highly competent and qualified for advancement to positions of increasing responsibility.

In-service training and rotation of duty, are central to career planning and, if the Marine Corps is to develop its officers, considerable thought and time must be spent in devising suitable programs. Holden, et. al., have this to say:[1]

CHAPTER I

THE PROBLEM OF INCREASING PRODUCTIVITY AND MOTIVATION OF DATA

There was a time in the Western Canada that efficiency were notions about life, measures of instruction, logical methods and the idea on the basis of standards and criteria qualities of the mission, also little thought to the human effect of any particular assignment. Since that time, that is was not in the during (and) the social focus the measurement are measured quite, determinant the productivity and determination the relation, and to our making every effort to analyze the measurement with to get to the theory. This is essentially a question of changing the content of the efforts to the social measurement, measurement also the study of the review form, and with the specification of the measurement of the efficiency measurement. The objective is to develop and train those efficient managers (individuals) planned matrix of assessments to that such efficiency will be highly measurement and indicate the measurement to maintain of measuring effectiveness.

Re-measure testing the motivation of data, and measure to answer planning and, if the answer there is to develop the efficiency, specifically changed and also ways to study in measuring multiple programs. Finally, at, d., then this to say;

> Just as it is important to design the plan of organization to facilitate and meet the needs of management, so it is essential to develop personnel who can come as close as practicable to meeting the requirements of the positions which constitute that organization, and so assure its full effectiveness. . . .
>
> It is recognized that the personal element necessarily plays a large part in selecting men for key positions, and the ideal specifications as to individual qualifications, background, and experience are more often only approached than completely met. However, experience clearly shows that a great deal can be done toward developing men who can adequately meet essential job requirements through having a clear idea of what those requirements are and then using them as a guide in the various phases of personnel management.

As to the solution of these problems, Holden, et. al.[2] found, in the thirty industries which they examined, that the most effective plans had many or all of the following features:

1. Careful selection of candidates for training.
2. Comprehensive training to meet job requirements.
3. Gradual systematic development through progressive assignment to selected positions of increasing responsibility.
4. Thorough periodic rating of individual performance and capabilities as related to job requirements.
5. Effective control over appointments to responsible positions.
6. Disposition of those proving inadequate in key positions.
7. Definite assignment of responsibility for developing, guiding and coordinating the entire program.

Such a program would furnish a reasonable and practicable means of developing personnel which is, in effect,

But as it is important to assess the role of organizations in facilities and how the needs of management, so it is equally to review the conditions under which such are found to be most effective in meeting the requirements of the situation using appropriate but organizations, and so ensure full effectiveness. . . .

It is recognized that the personal element remains particularly a very high in attaining the for our conditions, and the local organizations as the individual qualitative, temporary, and somewhat are more often only a convenient than essentially and. However, organizations already where that a great deal can be done toward improving and the temporary and temporary. The realization through review a study that of that using that as a guide in the various stages of organizational development.

As to the solution of these problems, Dalton, et. al. found, in the study Industrial which they mentioned, that the best effective plans had many or all of the following features:

1. Careful attention of executives for leadership.
2. Concentration of training at most job management.
3. Broken structure emphasized through program plan development in standard positions of responsible responsibility.
4. Training concern among of individual men. Improved and specialists as related to job problems.
5. Effective control over organizations in various plan positions.
6. Allocations of those having leadership in key positions.
7. Careful assignment of responsibility for delegating, getting and coordinating the action programs.

Thus a program could include a reasonable and practical make notes of terminology, personnel which is, in effect,

career planning. The Marine Corps' long range objective is, of course, assuring the development of highly competent officers to serve effectively in the event of a future war or national emergency.[3] Its problem is somewhat different than those encountered in industry and business in that, in so far as officers are concerned, they are taken in as officers and not specifically for assignment to a particular job or position. The problem is further complicated by the fact that the Marine Corps is faced with the problem of developing not just a few outstanding individuals, but it must attempt to manage the careers of all its officers to provide all of them with a suitable opportunity for development.

This phase of career planning involves not only the wishes and desires of the individual officer but also the requirements of the Marine Corps. The Navy contends that "the primary responsibility for his own successful career rests upon the individual officer",[4] and expects that there will inevitably be conflict between what is considered a successful personal life and a successful naval career. Good morale as well as good management depends on minimizing such conflicts.

This chapter, then, deals with those aspects of career planning which relate to in-service training and rotation of duty. It is proposed that certain policies and procedures that the Marine Corps utilizes in developing its officers for positions of increasing responsibility be examined.

I. TYPES OF ASSIGNMENTS AND CAREER PATTERNS FOR OFFICERS

Since World War II the Marine Corps has completely revamped its personnel procedures in order to assure more effective personnel management. The program, insofar as assignments of officers is concerned, is oriented toward elimination of repeated assignments to the same type of duty, unless specialization is indicated by a single MOS. This program will provide greater opportunity for officers to gain broad command and staff experience, and result in all officers having equal opportunity for selection and preferential assignment on the basis of demonstrated proficiency.[5]

The responsibility for successive assignments of qualified officers to commands rests primarily with the Commandant of the Marine Corps. These assignments are based on case histories of officers and the overall distribution situation, they are normally made to those commands immediately subordinate to Headquarters, U. S. Marine Corps. The normal tour of duty for an officer at any one location is not more than three years, and where practicable, not less than two years. In sea and foreign duty, where two years is considered a "tour of duty". Officers are assigned tours of sea and foreign duty based upon dates of last return from sea or foreign service.[6]

The general types of assignment to which officers in the Marine Corps may be ordered are:[7]

II. Civil Rights and Duties of Citizens and Aliens

Since Article One of the Swedish Civil Code has deliberately excluded the government administration in order to protect both citizens' personal integrity. The question, therefore, whether an employee of citizens is necessary, is entirely based upon classification of regular employees in the same type of duty, unless government is indicated in a single act. This question will involve greater constitutionality for citizens to gain access because and shall exercise, and result in all citizens having equal opportunity for relations and protection guaranteed on the basis of nonexistence and citizens.[2]

The responsibility for government employees or qualified citizens is somewhat more complicated than the Constitution of the United States. Their independent act which is using Indepedence of citizens and the general institutional citizen also. Also are usually work in state economic institutions equivalents to municipalities, or a foreign power. The second type of duty for no citizen or any non citizen is not such more than State Power, and where constitutionality, and less than the power. In and not foreign duty, where the state is equivalent a "Duke" of duty". Citizens are assigned duty of non and foreign duty being such duty duties of lower foreign and or foreign service.[3]

The general duty is a requirement of citizen citizens in the service There may be several duty.[4]

1. Command -- duty as the commanding officer or executive officer of an administrative, tactical service, security or training organization, or duty in an aviation squadron.

2. Staff -- duty as a member of a general, special, or executive staff in any headquarters above the company and squadron level.

3. Student -- duty as a student at a service or civilian school, domestic or foreign.

4. Instructor -- duty on the staff or as an instructor at a service school, domestic or foreign, to include the Naval Reserve Officers Training Program, the Platoon Leaders Training Program, and the Naval Air Training Program.

5. Reserve -- duty with the Division of Reserve, Headquarters, U. S. Marine Corps, Reserve District Headquarters, and the Organized Marine Corps Reserve.

6. Technical and Administrative -- all duties not properly classified under the preceding categories.

As a guide in the process of the career management of its officers, the Marine Corps has developed a career pattern for the successive assignment of unrestricted officers. This pattern is shown in Figure 1. The plan provides that each new unrestricted officer, on entering the Marine Corps, spend nine months at the Marine Corps Basic School, Quantico, Virginia. This is a basic officers' training course in general military subjects and leadership practices and techniques in order to prepare the new officer for his first duty assignment. On the successful completion of this course each officer is classified as a Basic Infantry Officer (MOS 0301). If at this time he is not a qualified

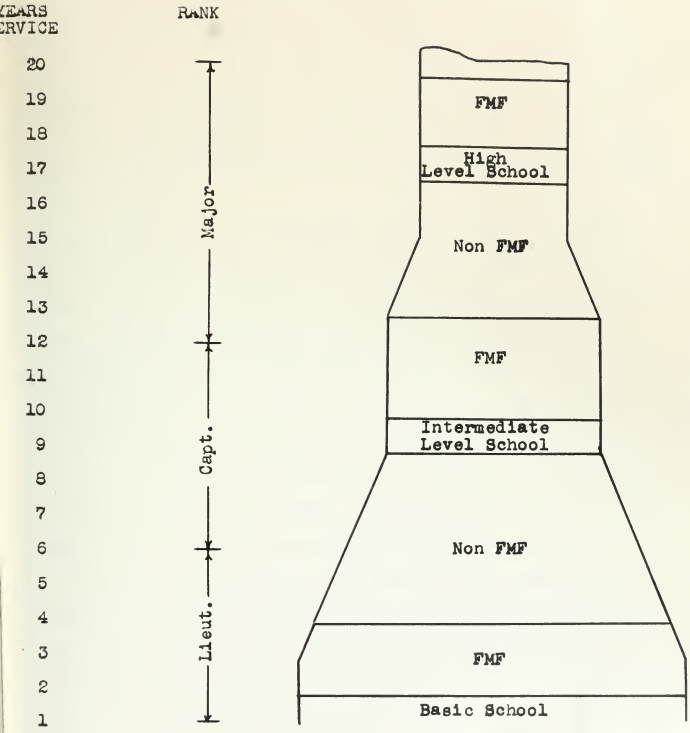

FIGURE 1[9]

OFFICER CAREER ASSIGNMENT PATTERN
U. S. MARINE CORPS

pilot or assigned to sea duty he must be assigned to an organized infantry unit of the Fleet Marine Force or the Schools Battalion, Marine Corps Schools, Quantico, Virginia, for a period of at least one year. Upon the completion of this assignment he may be assigned to fill vacancies in billets other than infantry (artillery, engineers, tank, amphibious tractor, communications) for the remainder of his three year tour.[8]

Upon the completion of this initial three year duty assignment, the plan calls for an officer to go through a period of five years of so called non-Fleet Marine Force duty. This may involve any one of the various types of duty indicated earlier at continental or foreign stations, Headquarters, Marine Corps or other places wherein Marine Corps activities may be located. Upon the completion of this phase of the officer's career he is then scheduled for an intermediate level school. This may be at any one of a number of different schools, depending to a certain degree on the individual officer's preferences. The various schools available to officers are shown in Appendix C. On the completion of a tour of instruction at the intermediate level the plan calls for another tour of three years in the Fleet Marine Force. During this tour the officer is assigned to specific duties in accordance with his qualifications, but the Marine Corps is desirous that unrestricted officers be moved around to fill various billets in order to broaden

office or assigned to one body or part of a business in an unpaid capacity following each of the first twelve months in the Sample Initiation, during their twelfth, sixteenth, twenty, for a period of 24 hours each year. Then the equivalent of this statement be may be assigned to full employment in this late phase than initiate identifiers, employers, into, sound-those pre-after, demonstrational for the remainder of the three year loop.[9]

Upon the completion of this initial three year loop assignment, the plan calls for an attempt to be through a period of five years of no valid non-first Sample Phase Loop. This may involve any one of the methods which is only indirect involved matters as contracted or foreign institutions, headquarters, the line Sample or other direct workers Sample Phase activities may be located. Upon the completion of this phase of the affiliate member is in turn assigned for an independent level member. This may be at any one of a number of different combinations, including in a manner depend on the individual affiliate's circumstances. The Phase assembly revisits to affiliate are then to assemble C. In the manipulation of a form of instruction of the intermediate level the plan calls for another tour of duty phase in the First Sample Phase. During this phase any the affiliate is assigned to provide duties in accordance with this initiation, but the Sample Phase is following that commencement Affiliate be asked invited to fill vacuum slights in order to Sample

their experience and training. This rotation is a responsibility of the local commander of the unit to which the officer is assigned.[10]

At the completion of this phase of the officer's career he goes through another period of non-Fleet Marine Force duty, on the completion of which he is eligible for assignment to a high level school. These high level schools are shown in Appendix C. The assignments to these schools are, as in the case of the intermediate level school, dependent to a certain degree on the individual officer's preferences. After completion of this high level schooling another tour in the Fleet Marine Force is called for. During this tour the officer is either a senior major or a lieutenant colonel and may perform command or staff duty or special assignments in accordance with his qualifications.

The pattern described in the preceding paragraphs, and shown graphically in Figure 1, takes the officer through twenty years service. Beyond this no particular pattern of assignments is visualized. This general pattern is not a fixed one through which all officers will progress, but is one that has been established by the Marine Corps to serve as a guide for commands responsible for effecting assignments.

This pattern has been developed primarily for guiding the career of the newly commissioned unrestricted officer, but the Marine Corps also is using it as a guide in making

assignments for all officers with less than twenty years service. An example of what the Marine Corps considers a proper assignment is shown in Figure 2.

These, then, are the patterns of procedure which the Marine Corps is utilizing in managing an officer's career. The purpose is to provide a fair and equitable chance for each officer to develop in accordance with his qualifications and demonstrated ability in order to provide a group of highly trained and effective officers in the event of war or national emergency.

II. IMPLEMENTATION OF THE CAREER ASSIGNMENT PLANS FOR OFFICERS

In the Marine Corps, the Director of Personnel, Marine Corps, under the direction of the Commandant of the Marine Corps, formulates and executes plans, policies, and procedures for, and coordinates the operation of the Marine Corps Personnel System. Within the Personnel Department at Headquarters, Marine Corps, the Detail Branch administers assignment, classification, leave, travel (except reimbursement), fitness reports and subsistence and quarters for all officers and enlisted personnel of the Marine Corps. There is no career management branch as such.

The Officer Coordinator (an activity of the Detail Branch) is the officer in Headquarters, U. S. Marine Corps who is actually in charge of overall officer assignment and

a. Officer X:

Lieutenant:

Student, Basic School . . . . . 1 year

Sea duty officer . . . . . 2 years

Infantry platoon leader . . . . . .1 year

Military police platoon leader . . . . . 1 year

Student, Air Transportability Course . . . 3 weeks

Captain:

Instructor, Amphibious Warfare School . . 3 years

Infantry company commander . . . . . 1 year

Assistant battalion operations officer . . 6 months

Battalion adjutant . . . . . 6 months

Barracks adjutant . . . . . 1 year

Barracks officer . . . . . 1 year

Major:

G-1 Section, HQMC . . . . . 3 years

Student, Senior course Amphibious Warfare Course . . . . . 1 year

Battalion executive officer, Service Command . . . . . 1 year

Assistant division G-1 . . . . . 1 year

I-I, Reserve infantry battalion . . . . . 2 years

Etc.

FIGURE 2[11]

EXAMPLE OF PROPER OFFICER ASSIGNMENT

PATTERNS U. S. MARINE CORPS

B. OFFICER X:

Lieutenant:

Student, Basic School . . . . . 1 year

Sea duty officer . . . . . 6 years

Instructor Platoon Leader . . . . . 1 year

Military police platoon leader . . . . . 1 year

Commander, Air Transportability Course . . . 3 weeks

Captain:

Instructor, Amphibious Warfare School . . 3 years

Intensive interest commander . . . . . 1 year

Assistant materiel operations officer . . 6 months

Operations officer . . . . . 6 months

Company commander . . . . . 1 year

Staff officer . . . . . 1 year

Major:

O-1 section, Sqdn . . . . . 2 years

Student, Senior course equivalence

Marine Corps . . . . . 1 year

Operation executive officer, marines

Command . . . . . 1 year

Assistant division O-1 . . . . . 1 year

I-3, Amphibious materiel activities . . . . . 2 years

etc.

ATTACHMENT 5

SUMMARY OF PRIOR DUTIES PARTICIPANT

PARTICIPANT X: B. SENIOR CHIEF

reassignment for all Marine Corps officers of the rank of lieutenant colonel and below. Officers in the rank of colonel are assigned and reassigned by the chief of the Detail Branch. General officers are assigned by the Commandant of the Marine Corps. The Officer Coordinator has a ground control section, an aviation control section and a supply control section which assist him in administering the assignment and reassignment of officers. This officer is charged with the responsibility for maintaining authorized officer strengths at the various Marine Corps posts, stations and units, and with assuring that Marine Corps school quotas are filled. In carrying out this responsibility, various administrative devices are utilized in order to assure the issuance of timely orders to officers whose tours of duty at a particular activity or school are nearing an end. Various other administrative devices are used in order that the Officer Coordinator may have a quick means of reference to each officer's present duty station, previous duty stations, qualifications and preference for duty. The form that includes this information and is now in use is the "Officer Personal History Card". This form is shown in Figure 3. The information available on this form makes it a valuable instrument in officer career planning.

In general, the transfer of officers in the Marine Corps is effected each year during the summer months. The Officer Coordinator begins work each July on the officer

FIGURE 3

U. S. MARINE CORPS OFFICER PERSONAL HISTORY CARD

transfers that are to take place during the next succeeding summer. A complete officer billet count and billet audit is undertaken. This is done with the assistance of the machine accounting sections. A complete audit of all officers is undertaken in order to ascertain their location and to establish which ones will be due for transfer the following summer, by reason of completion of a tour of duty. Control dates for officers due for sea or foreign service are established at this time. School eligibility and school preference requests are set up. A check is made of anticipated promotions for the coming year in order that later assignments will be consistent with the rank held at the time by each officer concerned. On completion of this billet and officer audit, "officer slates" for each rank are established. The "slates" for majors and below include only those officers who are due for transfer. The "slates" for lieutenant colonel and colonel include all the officers of these two ranks in the Marine Corps. These "slates" include the officer's name, present duty station, Military Occupational Specialties and other pertinent data which may assist in assigning the officer to new duty. From these "slates", in conjunction with the billet audit, and the Officer Personal History Cards, the next duty station to which each officer is to be transferred is indicated. To the extent practicable, unrestricted officers below the grade of lieutenant colonel are assigned in accordance with the career

pattern described earlier. Restricted officers of these ranks are assigned in accordance with their specialty. Officers in the grades of lieutenant colonel and colonel are assigned, in general, in accordance with their qualifications, or to particular billets for which the chief of the Detail Branch considers a particular officer is required.

The "slates" for majors and below receive final approval by the Officer Coordinator. The "slates" for lieutenant colonels receive final approval by the chief of the Detail Branch. The "slate" for colonels is made up by the chief of the Detail Branch and must be approved by the Director of Personnel and the Commandant of the Marine Corps. The "slate" for general officers is made up by the Commandant of the Marine Corps personally. After completion of, and final approval of the various slates, "advance information" is sent to each officer who is to be transferred, notifying him of the Marine Corps' intentions relative to this transfer. The final approved "slates" for transfers during the summer of 1950 were completed on February 22, 1950. Advance information to all officers was issued in March 1950. Formal orders directing the transfer are issued to each officer, generally about forty-five days prior to his date of detachment from his current duty station.[12]

In an interview with the present Officer Coordinator at Headquarters, Marine Corps this writer was advised that every effort is made by his section to "career manage" each

patterns determined mainly. Descriptive activities of these
fields are assigned to specialists with highly scientific
training in the studies of linguistics, sociology and science in
general, in contrast, to generalists who have been qualified
first, or to intermediate bilingual for which the value of the
total system consists a multiplying effect in regulation.

The "classes" for action and value results first acquired
by the culture consumption. The "values" for literature
volumes results first acquired by the input of the social
trends. The "class" for economics is made up by the money
of the input through the money is acquired by the circulation
of investment and the consumers of the market times. The
"class" for research activities is made up by the generation
of the human data personality. After analysis of, the
first acquired of the trades class, "values" information
is used to make activity, or is to be investment, analyzing
the of the human labor, indicating relative to the trade
ker. The first acquired "values" for business during the
years of 1980 were concerned in TRADES in 1980. Between
information to all activity the issues is human 1980. The-
ses, where directly the results are issues to some activi-
ty, economic human labor-time data input to the data of
information from the market only results.[1]

It is to identify with the general activity information
of functions, trades data, data values as related the
area activity is data of the analysis to "human market" was

individual Marine Corps officer. He further stated that very little, if any, management was possible above the rank of major. He felt that the careers of about 85 per cent of the unrestricted officers in the rank of major and below could be managed in accordance with current plans.[13]

It was evident from this interview that the Marine Corps is using a systematic and thorough procedure in planning the rotation of its officers. One might say that there appear to be no difficulties, but this is not exactly the case. As has been brought out earlier, the Marine Corps classification system and its policy of attempting to qualify all unrestricted officers in one of the several Military Occupational Specialties in Category I (see Appendix B) is closely related to the assignment pattern. The policy of assigning newly commissioned officers on completion of the Basic School at Quantico, Virginia, to a required one year infantry tour in the Fleet Marine Force or the Schools Battalion, Quantico, Virginia is causing some difficulty. The Personnel Department at Headquarters, Marine Corps feels that the assignment of newly commissioned officers to a restricted type of duty (infantry) as described above, greatly limits their usefulness to field commands and creates a considerable problem in the overall assignment of the careers of officers of the Marine Corps. This argument is supported by the following:[14]

1. Present classification regulations stipulate that an officer must satisfactorily perform

individual begins their attack. In further stages that may follow, if any, mechanisms are available which can give of danger. In this way both the degree of risk of the need of the specialized activity in the work of major and minor units could be managed in consonance with overall plans.[12]

It was argued from this literature that the inclusion focus is being a systematic and thorough procedure in giving the relation of the activities. This might not that which appear to be so difficult, but this is not actually the case. As has been varying and unclear, the reason being classification system and its lacking of emphasis to specifically all specialized activity is one of the primary activity constituent not considerable in chapter 2 (see section 2) is closely related to the functional activity. The notion of analyzing only specialized activities on application of the basis which of identifies, priority, or a specialized and good labeling from in the first source focus on the results derivation, question, flexible is concerns most difficulty. The research investigation of functionality, further have shown that the analysis of this specialized activities to a functional form of not difficult to identified in industrial firms, primarily firms their activities in first concerns and creates a relationship factor in the overall management of the nature of activity of the inner focus. This respondent work is concerned by the following:

1. Process classification requirements activity that is activity that specialized activity

or assist in performing the duties in the "job" called for in a particular occupational field for a minimum of ninety (90) days before that officer can be considered qualified in that field.

2. Personnel Department records indicate that there are five hundred and sixty (560) lieutenants in the Marine Corps who are presently classified as "basic infantry officers". Students in the present Basic School, due to complete their basic training in June of 1950 will increase the above total to some seven hundred lieutenants. There are presently only one hundred and nineteen billets in Fleet Marine Force units of the Marine Corps in which these officers can become trained as "Infantry Officers".

3. In the ranks of lieutenant colonel and below, (including the above figure) there will be over eleven hundred "Basic Infantry Officers" at the close of this fiscal year (1950).

4. There are presently 1043 officers of the Marine Corps who are considered qualified as infantry officers.

5. There are presently only 222 infantry billets in the Fleet Marine Force units of the Marine Corps for officers in the ranks of lieutenant colonel and below.

It can be readily seen from the above that the infantry field is "flooded" with officer personnel for which the career plan calls for training in infantry billets of the Fleet Marine Force. This situation is graphically illustrated for all unrestricted ranks in Figure 4 and for each separate rank (lieutenant through lieutenant colonel) in Figures 5, 6, 7 and 8. A comparison of the infantry situation with the other specialties, -- artillery, engineers, tank, amphibious tractro (AMTRAC) and communications, is also included. In these comparisons only authorized billets

is doubtful in considering the outline in the "left" column that is a particular consideration (field for a minimum of ninety (90) days) can from that column can be considered qualified in that field.

2. Professional engineering training indicates that there are five numbers and only (90) line numbers in the outline which can be correctly classified as "basic industry affiliate". Therefore in the "Primary Basic Industry" column, we can only have basic basic industry in lieu of (90) all increase the above total to five (5) or more based limitations. There are presently only two numbers and numbers listed in first period which have with of the outline form to which these affiliates can become limited as "Primary affiliate".

3. In the years of limitations related and below, limitations for above figures there will be over eleven industry "basic industry affiliate" at the close of this fiscal year (1960).

4. There are presently four affiliates of the outline form who are multi-level qualified as industry affiliates.

5. There are presently only one industry affiliate in the first outline form with of the outline form for affiliates in the field of industrial related and below.

If one be realistic, even then the above that the industry field is "flooded" with affiliate personnel for which the career plan exists for training in industry affiliate of the first period outline form. This situation is questionable, since there are (1) universities, which is figure 4 and the case numbers (see diagram) through industrial related (1) in figures 5, 6, 7 and 8. A summary of the industry affiliate with the other qualifications, — experience, education, knowledge, analytical training (method) and communications, is also included. In these numbers only industrial affiliate

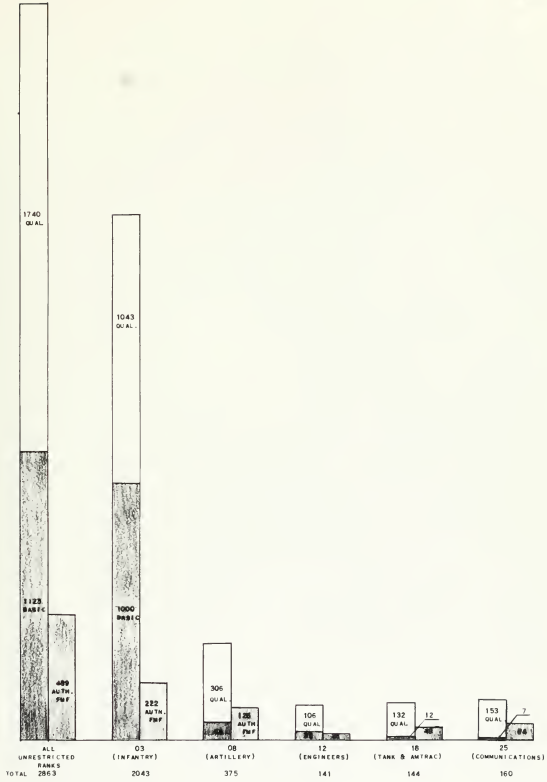

FIGURE 4[16]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN 1950

ALL UNRESTRICTED RANKS

FIGURE 5[17]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN. 1950

LIEUTENANT RANK

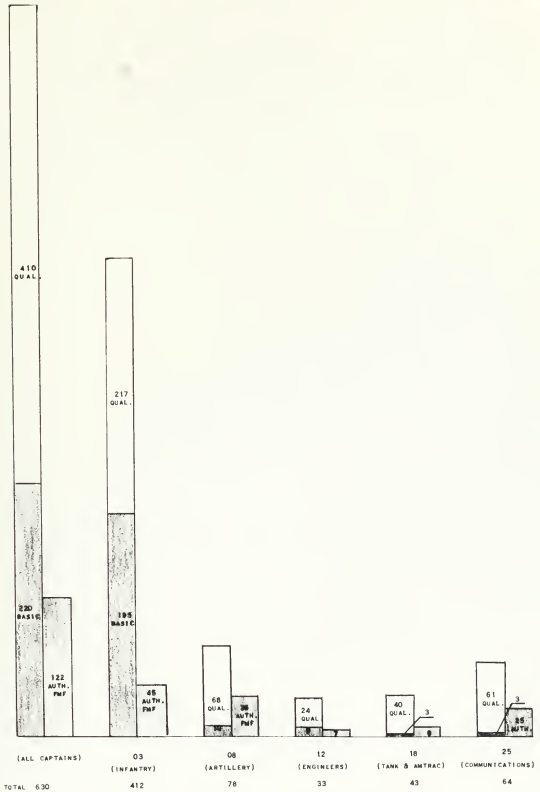

FIGURE 6[18]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN. 1950

CAPTAIN RANK

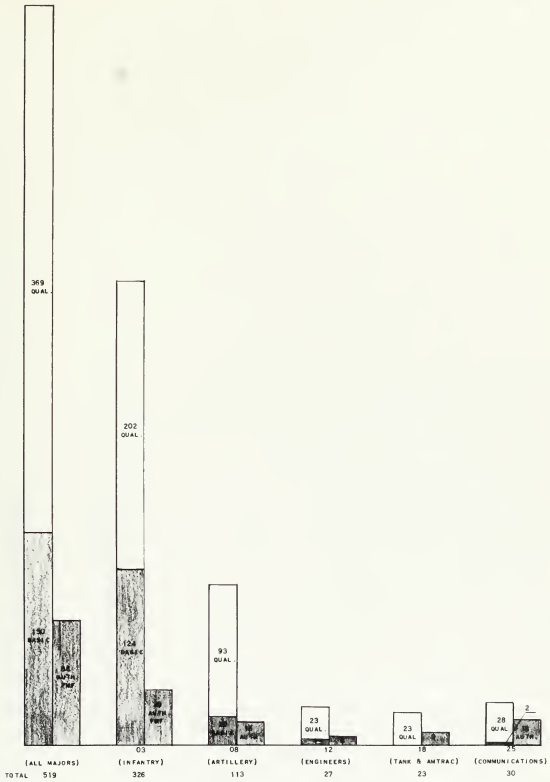

FIGURE 7[19]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN. 1950

MAJOR RANK

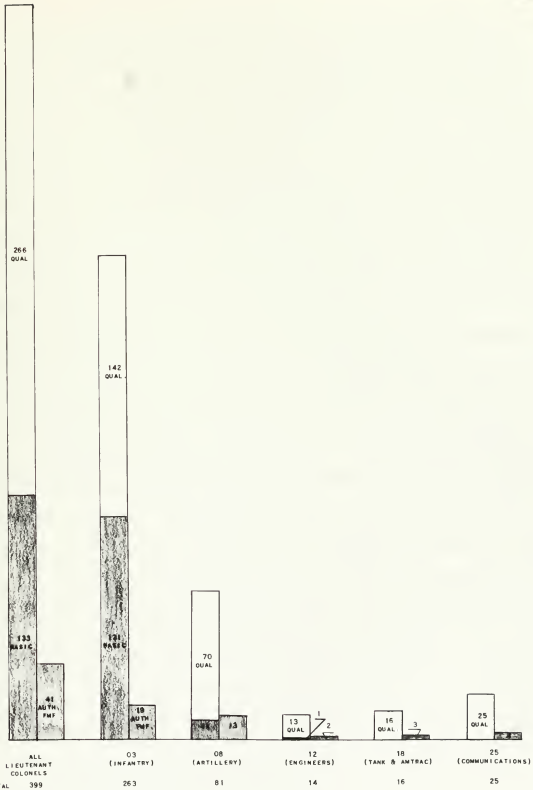

FIGURE 8[20]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN. 1950

LIEUTENANT COLONEL RANK

in the Fleet Marine Force are shown and not billets authorized for the whole Marine Corps. This figure is used since it was felt by the Personnel Department[15] that only in the Fleet Marine Force can the "Basic Infantry officer" perform those duties required to qualify him as a "qualified infantry officer". The assignment patterns desired and the qualifications required to conform to classification policies thus are difficult of accomplishment in the early stages of the officer's career. It is also evident that considerable difficulty is going to be encountered in qualifying officers at all ranks. This situation in the higher ranks results in a large measure from a situation caused by the last war. Officers, during wartime, were assigned to duty in accordance with their abilities and the exigencies of the service, with little thought of a career pattern. Consequently a large group of captains, majors and lieutenant colonels who came in just prior to or during the war, are specialists to a large degree and now are not qualified to the extent desired by the Marine Corps as "infantry officers" or "infantry commanders". The situation is further complicated by the fact that the Fleet Marine Force of the Marine Corps represents only about 43 per cent of the total strength of the Corps, but is the organization in which qualifications in practically all Military Occupational Specialties must take place. The Personnel Department has recommended that a thorough review be made of the situation. Relative to the policy of requiring newly commissioned officers to serve

In the first various forms are known and not infrequently
lead into the whole matter further. This figure is used since
it was fixed by the traditional [illegible][12] that only in the
first series form one the "basic intensity efficient" within
these bodies required to qualify has as a "qualified intensity
efficient". The continuous [illegible] behind and the qualifica-
tions required to perform to classification [illegible] this
are difficult of consolidation in the early stages of the
efficient's career. It is also evident that considerable dif-
ficulty is going to be encountered in qualifying efficients
at all ends. This situation in the higher media results in
a large number from a situation caused by the last war.
efficients, starting courtiers, were assigned to duty in accor-
dance with their qualifications and the requirements of the service,
with little thought of a career pattern. Consequently a
large group of myrmidons, majors and lieutenant colonels who
were in fact under to be during the war, are specialists in
a large degree and are not qualified in the strength cha-
ried by the higher [illegible] as "efficient" or "intensity
commander". The situation is further complicated by the
fact that the first [illegible] forms of the higher [illegible] [illegible]
media only about 20 per cent of the total strength of the
[illegible], but in the [illegible] in order qualifications in
[illegible] all [illegible] [illegible] [illegible] [illegible] [illegible]
plans. The [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]
through [illegible] in [illegible] of the [illegible]. [illegible] is the
policy of [illegible] [illegible] [illegible] [illegible] [illegible]

one year as infantry officers in the Fleet Marine Force, and the attempt to qualify considerable numbers of officers of higher rank in infantry commands, with a view toward recommending changes to rectify this situation.[21]

The solution to this problem is not an easy one. It appears that what is needed are additional infantry billets in the Fleet Marine Force. This is not a practicable solution in view of the fact that the size of the Fleet Marine Force is more or less fixed in relation to the authorized strength of the Marine Corps as a whole. This is also true in regard to the size of infantry units within the Fleet Marine Force which determines the available infantry billets in which officers can be qualified as "infantry officers" and "infantry commanders". It may be that the Marine Corps now is desirous of qualifying too high a percentage of its officers as "infantry officers" and "infantry commanders". This would appear to be true from an examination of Figure 4. The Marine Corps is attempting to qualify, counting the basic officers and those already qualified, nine point two (9.2) times as many infantry officers as there are infantry billets in the Fleet Marine Force. On the other hand it is attempting to qualify only three (3) times as many in artillery, five (5) times as many in engineers, three (3) times as many in tank and amphibious tractor and two point five (2.5) times as many in communications. From the overall point of view only 45 per cent of the billets in the Fleet Marine Force are infantry billets, while an attempt is

being made to qualify 71 per cent of the officers in infantry duty.

Of course, in the event of war the Marine Corps will require more infantry officers than officers in any one of the other specialties (artillery, engineers, tank, amphibian tractor and communications) but the relative number is about the same. In other words, as the number of infantry units increases so will the number of artillery, engineers, and other units and in about the same ratio. It would appear, then, that the Marine Corps should reexamine its current policy relative to a required year of infantry duty for newly commissioned officers and at the same time reexamine the classification of the large group of officers of higher rank as "Basic Infantry officer". This would be with a view to reducing the "flooded" condition of the infantry field. This might be accomplished in any one of a number of different ways: (1) Removal of the requirement that newly commissioned officers completing the Basic School must serve one year in an infantry unit of the Fleet Marine Force. (2) Provide instead that a percentage of the number ordered to the Fleet Marine Force each year equal to the percentage of infantry billets available in relation to total billets will be assigned to infantry. The remainder then might be initially assigned to the other specialties (artillery, tank, engineers) based on the percentage of each of these specialties in relation to total billets. During the three year tour officers would be rotated locally at the discretion of

unit commanders but in a manner consistent with the policy of broadening the officer and with the unit's effectiveness. The problem of which officers to assign to infantry and which officers to other units would have to be determined from their previous educational background, record at the Basic School, interest and preference, and if considered necessary, aptitude tests could be devised to assist in this selection. The final primary Military Occupational Specialty that any particular officer would be assigned on completion of his "tour of duty" should be based on the particular duty for which he showed the greatest ability. The total of each Military Occupational Specialty for a particular group would have to be in about the same ratio as the ratio of these various specialties to the total available billets.

To reduce the high ratio of basic infantry officers in the other ranks, a review of their classification appears to be necessary in order to bring the ratio more in line with the available billets in which they can be trained.

The solutions offered above are merely suggested. The current Marine Corps classification and career assignment programs have been in effect such a short period of time that sufficient data are not available on which to base a more concrete plan. It appears certain, however, that present policies relative to the classification of unrestricted officers, and the policy in assigning newly

commissioned officers must be reexamined in order to obtain a more workable solution.

III. SUMMARY

In the early part of the chapter it was pointed out that the Marine Corps has not always assigned its officers with an eye to the future, but in recent years increasing importance has been attached to this problem. Various examples from industry of the importance of developing personnel and its relation to organizational effectiveness were cited. The objectives of the Marine Corps' rotational policy were covered. Policies and procedures relative to tours of duty and responsibilities for implementation of the assignment program were described. The various general types of duty to which Marine officers can be assigned were reviewed and the major aspects of the "career pattern guide" were discussed. A short description of the organization at Headquarters, Marine Corps responsible for officer assignments and duty rotation was given, together with a resume of the procedure for developing officer assignment "slates". Some of the difficulties in the implementation of the career pattern and its relation to officer classification were cited. Suggested means of overcoming these difficulties were offered but it was pointed out that the program was so new to the Marine Corps that sufficient data were not now available upon which to base a comprehensive solution.

It is evident that the Marine Corps is making every effort to manage its officer's careers by planned duty rotation through the various activities of the Marine Corps, its schools, the schools of other services and civilian schools. The program is a new one and all the various problems in its implementation are not yet solved. It is, none the less, a significant step in the right direction toward providing an equitable opportunity for all officers to qualify for positions of increasing responsibility consistent with the requirements of the Marine Corps and the desires of the individual officers.

CHAPTER VI

THE FACTORS OF PAY, PROMOTION AND RETIREMENT

Any individual planning a career, whether in business, industry, the professions or the military, is interested in the practical aspects of that career in terms of economic security and chance for advancement. Major General Edward F. Witsell, the Adjutant General of the Army, went so far as to say this:[1]

> It is typical of all of us who are Americans to be more interested in knowing what a new job will offer in the way of security, pay and other advantages than in the meaning of the job itself. We are a practical race, and our first concern is for the welfare of our families.

It is questionable whether or not the individual is <u>more</u> interested in these practical aspects of the career than in any other factor, but no one will deny that in our modern society he certainly is interested. The degree of interest may vary with the individual and although we might hope that an individual will pursue a certain career by virtue of his intense interest in the work itself, this is only a hope and is not entirely consistent with the facts. These factors, then, are important considerations for the individual and, at least in our society, they cannot be overlooked. From the Marine Corps' point of view they are important elements in determining the caliber of men and women who may be attracted to the Marine Corps as a career, and remain to become efficient and effective in assisting the Corps in carrying

out its mission.

These three factors, pay, promotion and retirement, are factors over which the Marine Corps, as well as the other armed services, have little if any administrative control. Rate of pay, terms of promotion and retirement are regulated by statutes passed by the Congress and approved by the President. The armed forces conduct investigations and make recommendations regarding legislation, but cannot themselves prescribe what will be paid, regulate the rate of promotion or prescribe retirement provisions and benefits. This chapter deals with these matters. The rates of pay for officers in the Marine Corps will be set forth and compared with comparable civilian jobs, the system of promotion, the chances for attaining high rank and, finally, the provisions for retirement together with its benefits will also be explained.

I. PAY

As a result of the post war inflationary trend and the fact that the armed forces were experiencing difficulty in obtaining and keeping high caliber personnel, the late Mr. James Forrestal, then Secretary of Defense, established in 1947 an Advisory Commission on Service Pay to study the armed forces' pay structure. In a letter to this Commission Mr. Forrestal had this to say:[2]

> In making this study I would like you to keep several aims in mind. In the first

> place a system of compensation which will enable them to attract and retain their fair share of the best kind of men for all the many varieties of jobs in the several services.

It is obvious that Mr. Forrestal was well aware of the importance of the question of pay in attracting and retaining high caliber personnel in the armed forces. The Advisory Commission went even further, contending:[3]

> . . . the pay structure must serve not only the individual but the total defense program. The program depends essentially on the men who plan and carry forward the operation. Our scientific and technical advances are worthless without leaders to direct their use and men to use them effectively.

This Advisory Commission on Service Pay made the first attempt at a comprehensive analysis of the service pay question. At the time of its investigation the armed forces were being paid under a law passed in 1922, and although there had been some wartime pay raises and adjustments, they were not comprehensive and did not rectify a situation which was becoming increasingly more urgent. As a matter of fact, in so far as officers were concerned, the pay scales, except for two across-the-board percentage increases, were about the same as they were in 1908. In the Commission's investigation it was found that the present (prior to October 1943) pay in many grades was inadequate. This conclusion was reached by comparing service pay with industrial pay, noting the number of officer resignations to enter civilian business, and by observing the difficulties

the services were having in obtaining qualified personnel in certain branches.

In arriving at a pay scale the Commission determined that military compensation should approximate the amounts paid for comparable civilian responsibilities. The Commission further contended:[4]

> The pay structure should offer initial compensation and progressive increases that compare with what a serviceman could expect in other professions and occupations requiring similar abilities. He should have as much opportunity to attain success as the man who chooses to enter private business. At the same time he must be insured comparable security.

With these thoughts in mind the Commission made a comprehensive investigation into the question of service pay and submitted a detailed report to the Secretary of Defense.[5] This report formed the basis for recommendations to Congress for an overhaul of the service pay structure. In October 1949 Congress passed the Career Compensation Act of 1949[6] which was approved by the President on October 12, 1949. Table II (top figures opposite each rank) shows the basic pay scales for the several officer ranks together with the allowances for quarters and subsistence as recommended by the Advisory Commission. The lower figures opposite each rank are the pay scales as actually passed by Congress which are now the pay rates for all officers in the armed forces. Figure 9 shows a comparison by rank of the current officer pay scales and those in comparable civilian positions. Figure 10 gives this same comparison, but includes the range

the decision-maker, having to consider qualitative considerations in analysis terminology.

In analysis or a pay-off the Constructive Extension that military dispositions should correspondents the economic pay for commercial activities proportionalities. The Construction also further mentioned:[1]

> The pay dispositions should offer initial conversation and comparative interest that compares with what a businessman would expect in other propositions and corresponding regulating activities activities. He should have an also correspondingly be effected because as the man who receives to an interest business. If the data also is into be interest correspondingly.

Also there thoughts in mind the Construction such a conventionally investigations into the question of service may not established - initial result in the insertion of indicator. This events forms the basis for propositions to improve for an control of his service by alternate. In Lichtner 1940 Company passed the Income Construction act of 1940[2] which was accepted by the President on October 10, 1940. Table 1 (top figure) specifies each month where the basis pay months for the service effects those corporate with the allowances for centers and activities as recommended by the advisory Committee. The lower figures specific each month are the pay months as actually passed by Congress which are now the pay months for all activities in the month (year). Figure 2 shows a comparison by month of the market activity pay months and those in commercial activities activities. Figure 1 gives this month comparison, but includes the stage

TABLE II

MONTHLY PAY OF COMMISSIONED OFFICERS

Pay Grade	Cumulative Years of Service: Under 2	Over 2	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 22	Over 26	Over 30	With Dependents: Sub.	With Dependents: Qtrs.	Without Dependents: Sub.	Without Dependents: Qtrs.
General*	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$1005.00	$45.00	$150.00	$45.00	$120.00
	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	954.75	45.00	150.00	45.00	120.00
Lt. General*	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	1005.00	45.00	150.00	45.00	120.00
	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	954.75	45.00	150.00	45.00	120.00
Maj. General	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	1005.00	45.00	150.00	45.00	120.00
	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	954.75	45.00	150.00	45.00	120.00
Brig. General	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	840.00	870.00	45.00	150.00	45.00	120.00
	769.50	769.50	769.50	769.50	769.50	769.50	769.50	769.50	769.50	769.50	769.50	798.00	826.50	45.00	150.00	45.00	120.00
Colonel	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	615.00	645.00	675.00	705.00	735.00	45.00	120.00	45.00	105.00
	570.00	570.00	570.00	570.00	570.00	570.00	570.00	570.00	584.25	612.75	641.25	669.75	698.25	45.00	120.00	45.00	105.00
Lt. Colonel	480.00	480.00	480.00	480.00	480.00	480.00	495.00	510.00	525.00	555.00	585.00	615.00	615.00	45.00	120.00	45.00	90.00
	456.00	456.00	456.00	456.00	456.00	456.00	470.25	484.50	498.75	527.25	555.75	584.25	584.25	45.00	120.00	45.00	90.00
Major	405.00	405.00	405.00	405.00	420.00	435.00	450.00	465.00	480.00	510.00	510.00	510.00	510.00	45.00	105.00	45.00	82.50
	384.75	384.75	384.75	384.75	399.00	413.25	427.50	441.75	456.00	484.50	498.75	513.00	513.00	45.00	105.00	45.00	82.50
Captain	330.00	330.00	345.00	360.00	375.00	390.00	405.00	420.00	435.00	435.00	435.00	435.00	435.00	45.00	90.00	45.00	75.00
	313.50	313.50	327.75	342.00	356.25	370.50	384.75	399.00	413.75	427.50	441.75	441.75	441.75	45.00	90.00	45.00	75.00
1st Lieutenant	262.50	277.50	292.50	307.50	322.50	337.50	337.50	337.50	337.50	337.50	337.50	337.50	337.50	45.00	90.00	45.00	75.00
	249.38	263.63	277.88	292.13	306.38	320.63	334.88	349.13	349.13	349.13	349.13	349.13	349.13	45.00	82.50	45.00	67.50
2nd Lieutenant	225.00	240.00	255.00	270.00	285.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	45.00	75.00	45.00	60.00
	213.75	228.00	242.25	256.50	270.75	285.00	299.25	313.50	313.50	313.50	313.50	313.50	313.50	45.00	75.00	45.00	60.00

* General and Lt. General entitled to personal money allowance of $2200 and $600 per year respectively.
Top figure opposite each rank -- recommended by Advisory Commission on Service Pay.
Lower figure opposite each rank -- Public Law 351, 81st Congress.

Sub. is abbreviation for subsistence allowance.
Qtrs. is abbreviation for quarters allowance.

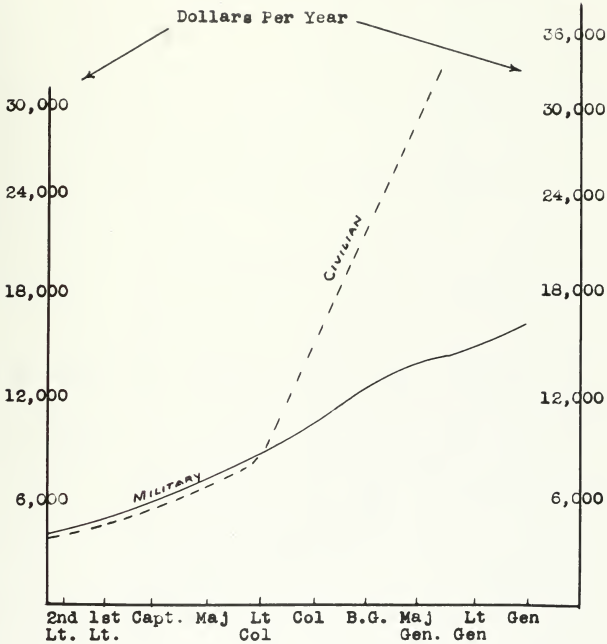

FIGURE 9

MILITARY COMPENSATION BASED ON EXPECTED ENTRY PAY FOR RANK INCLUDING ALLOWANCES COMPARED WITH WEIGHTED AVERAGE OF COMPARABLE CIVILIAN JOBS

Figures from Report of Advisory Commission on Service Pay, op. cit., Chart 3, p. 19.

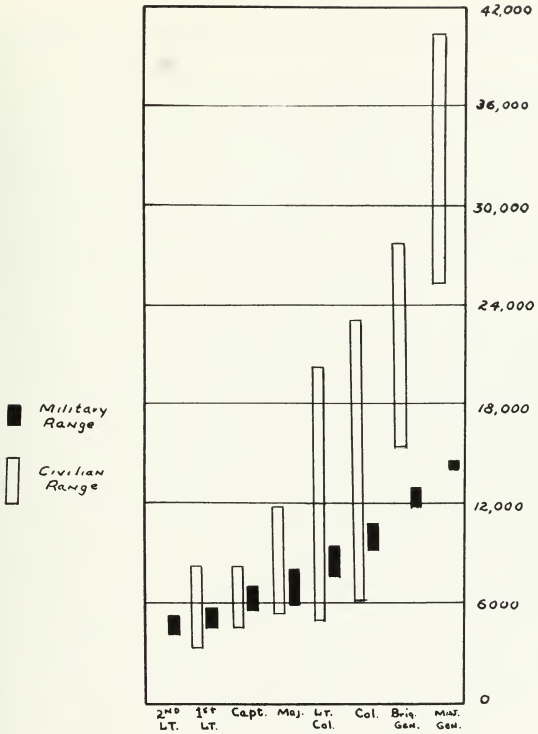

FIGURE 10

COMPARISON OF CIVILIAN AND PROPOSED MILITARY COMPENSATION RANGE BY GRADE

Figures from Report of Advisory Commission on Service Pay, op. cit., Chart 4, p. 21.

of compensation at the various military grades and for comparable civilian jobs.

It is evident from Figure 9 that present officer pay scales compare very favorably with comparable civilian jobs from time of entry to the grade of lieutenant colonel. At this point, however, the civilian pay begins rapidly to exceed the comparable military pay. At the lieutenant colonel's rank twenty-five years of service would have been completed. In other words, the comparable civilian job does not begin to show appreciable pay advantages until after twenty-five years. For top pay bracket personnel, civilian compensation pulls rapidly away and maximum civilian salaries are far greater than maximum salaries for any grade in the armed forces. From Figure 10 it is clear that for each military grade the comparable civilian job has a much wider salary range. This is true for the reason that an individual in business or industry does not have to spend a specified length of time in a particular grade where the range of pay is limited, but can advance in salary in accordance with his estimated worth to his company and that company's ability to pay.

The outstanding officer will be paid no more than the worst officer of the same rank and length of service. In the business world this is not the case. The outstanding individual moves quickly up the salary scale and this appears to account for the difference in range of salaries.

of concentration of the various military grades and the non-commissioned officers ratios.

It is evident from Figure 8 that present officers may receive concern very favorably with responsible civilian jobs from time of entry to the grade of lieutenant colonel. At this point, however, the civilian job begins receiving an increase the responsible military job. At the lieutenant colonel's rank twenty-five years of service would have been completed. In other words, the responsible civilian job does not begin to show considerable pay advantage until after twenty-five years. For the pay bracket concerned, civilian compensation rules roughly even and maybe civilian earnings are far greater than maximum salaries for any grade in the armed forces. From Figure 10 it is clear that for each military grade the responsible civilian job has a much wider salary range. This is true for the reason that in individual business or industry many not have to accept a considerable length of time in a subordinate basis before the chance of job is limited, but can choose to salary in accordance with their ability without regard to his seniority and that responsibility to you.

The contracting officer will be well as been from the armed officers of his same rank and length of service. In the business world this is not the case. The individual's individual career ability or the salary level and job opportunity to account for the difference in rank of officers.

The officers in the armed forces get an approximate fifteen ($15) dollars per month pay raise every two years, based on service only and, of course, get a considerable increase each time they are promoted. The officer in the armed forces is paid comparatively well but cannot expect to reach salaries of top bracket civilian jobs even if he attains the highest rank.

II. PROMOTION

What are my chances for promotion and how high can I expect to go? These are questions which are ever present whether the individual is planning a career in the armed forces or one in business, industry or the professions. In the Marine Corps, as is the case with business and industrial organizations, there is a hierarchy through which promotions must flow, but in the military organization it is more fixed than in business or industry and the individual officer cannot jump several grades in this hierarchy to top positions without spending a certain amount of time in each. The rank structure through which promotion must take place in the Marine Corps has already been outlined in Chapter IV but will be repeated for purposes of clarity, from the highest to the lowest:

General officer
Colonel
Lieutenant Colonel
Major
Captain

First Lieutenant
Second Lieutenant

The regular commissioned officer normally enters the commissioned ranks as a second lieutenant and in order to attain topmost rank must progressively pass through this rank hierarchy. The conditions under which he can be promoted, together with the various (average chance) possibilities for promotion will be developed in the succeeding discussion.

Promotion in the Marine Corps is regulated by laws established by the Congress. The currently effective law is the Officer Personnel Act of 1947[7] which prescribes the conditions under which promotion can take place, the selection process, limitations as to required service in each grade and the percentage of officers, with respect to total officers that may serve in each grade, together with other technical aspects of the promotion process. This law provides for certain temporary as well as permanent provisions for promotion in the Marine Corps. The terminable provisions are to be terminated when the President shall determine that the total number of officers holding permanent appointments on the active list of the Marine Corps is equal to 95 per cent of the number of officers authorized by law, or on January 1, 1957, whichever is earlier. This provision is primarily for the purpose of allowing the several services to adjust their temporary appointments over a ten year period. This will prevent an awkward and rapid adjustment

Fifth Amendment
Second Amendment

For higher constitutional litigation specifically involving the constitutional issues in a second Amendment suit is likely to arise from figures who have unquestionably been convicted for such crimes. The activities under which or on or in-volved, together with the various leverage clauses of activities for prosecution will be involved in the accompanying discussion.

Prosecution in the United States is regulated by laws established by the Congress. The criminal activities in the office Criminal Department act of 1987 which prescribes the conditions under which prosecution may take place, the relevant jurisdiction, limitations on the maximum penalty to be imposed and the particulars of offenses, also provide in their attempts that any person in some group, together with other essential aspects of the prosecution process. This is the process for obtaining Federal as well as international jurisdiction for prosecution in the United States. The Constitution's provisions to be involved with the Fourteenth will interpret the with number or attempts of the United States Constitution to be the part of the entire law of the United States is what is the number of the number of attempts multiplied by ten, or do number 2, 1987, whichever is greater. This interpretation is necessarily for the purpose of allowing the Federal Criminal to adjust their individual jurisdictions when a two year period. This will interpret as number not twice multiplied

which would entail reduction in rank of a large number of officers. This would have been necessary because the current law provides minimum periods of service in each rank prior to promotion to the next higher rank, and a large percentage of officers now serving in temporary ranks do not have this required service.

The currently authorized officer strength of the Marine Corps in all categories is 7,000. This is broken down as follows:[8]

Unrestricted officers	5660
Limited duty officers	375
Supply duty only officers	150
Women officers	65
Warrant officers	750

The present law provides that the maximum percentage of officers who may serve under temporary or permanent appointment, exclusive of officers designated for supply duty only, in the various grades shall be equal to the following percentages of the total officer strength:[9]

Grade	Per cent
Brigadier General and above	.75
Colonel	6
Lieutenant Colonel	12
Major	18
Captain	24.75
First and Second Lieutenant	38.50

In terms of actual officers authorized in each grade this is equal to the following:

Brigadier General and above	45
Colonel	362
Lieutenant Colonel	724
Major	1086
Captain	1494
First and Second Lieutenant	2322

The above figures were computed on the basis of the authorized allowance of 6035 unrestricted and limited duty officers. This figure was multiplied by the various percentages for each grade given in the preceding paragraph. There is a further provision of the law which limits the number of unrestricted general officers to thirty-two, except in war or national emergency, of which not more than twelve may be major generals and above.

The above figures, then, establish the legal allowances of officers in the various grades. From inspection it is evident that for the Marine Corps to maintain these various grades within the authorized allowances, some form of attrition (forced or normal) must take place as promotions from grade to grade are made. The amount of "forced attrition" necessary from grade to grade is dependent on the "normal attrition" (death, resignations, voluntary retirement, physical retirement, etc.) that takes place within all the grades of the Marine Corps. This "normal attrition" (estimated) for Marine Corps officers in terms of percentages for each grade is indicated below:[10]

Grade	Per cent
Generals	3.6
Colonels	3.3
Lieutenant Colonels	3.4
Majors	2.6
Captains	2.3
First and Second Lieutenants	2.7

In other words, each year three point six (3.6) per cent of the Marine Corps general officers, on the average,

The above figures were computed on the basis of the additional assumption of 8%% unemployment and leaving aside agriculture. This figure was multiplied by the various sectoral coefficients for each period given in the preceding paragraph. Since in a further revision of the two volume study the number of unemployed actually efficient is significant, we can be sure the original computed, of course not more than twice may be as low as possible and above.

The above figures, then, exclude the total national income of efficient in the various sectors. This assumption is a minimal one for the various sectors in which the total income of efficient differs, some from of other. The assumption of the minimal estimate of the total income is given in the preceding paragraph. Total "social" efficient (total) and the various other efficient activities in relation to the total income of the various sectors, which, that does not mean efficient are the prices of the various sectors. This "social" efficient (total) for the various other efficient activities in relation to the total income in Indonesia (above)?

Sector	For year
Industry	[illegible]
Mining	8%%
Industry (total)	[illegible]
Trade	[illegible]
Transport	[illegible]
Other sectors (agriculture)	[illegible]

In other words, each year there was a [illegible] per unit of the various other general efficient, in the sectors,

will retire for reasons other than being forced out by the selection process. The same is true for the other grades in the percentages indicated. These figures are based on experience as to the number of officers in each grade in the Marine Corps who were retired for reasons other than failure of selection for the next higher grade. Figure 11 graphically illustrates the estimated promotional flow of Marine Corps officers under the current Officer Personnel Act. These figures are based on the "normal attrition" percentages given above and the legal authorized allowances within the several grades noted earlier. It has reference to a specific group of 427 newly commissioned officers. Across the bottom are shown the years of service with relation to time in grade that must be spent before an officer may be considered for promotion. It is clearly evident from this table that of a given group of newly commissioned officers, 427 in this case, only 268 are destined to become captains, 187 to become majors, 123 to become lieutenant colonels, 75 to become colonels, and only nine will reach the rank of general. In other words, the officer in the Marine Corps must go up or out. The salient features of this selection process are covered below.

An officer entering the Marine Corps as a newly commissioned second lieutenant must serve satisfactorily for a period of three (3) years, at which time he is given a professional examination. After passing this examination he is

will notice the reasons which then being thrown out by my adversaries (sources). This made is some for the other groups in the investigated institutes. These figures are based on observations on the number of officers in each group in the diverse Guards and were related to a reasonable other than failure of measures for the main figure group. Figure 22 provides data 17 individuals for evaluated investigated that of further Guards officers under the average officer (standard deviation). These figures are based on the "normal a-curve" indicate lower than the legal measurement of measures (right) the average model earlier. It was determined in a manner of 177 really monitoring officers. Among the sections are among the years of service with relation to that is great that just to which before on officer not be considered the procedure. It is clearly evident a-a that really that of a given group of with considered officer. 177 in this case, only 148 are assigned to Guards sections, 149 in Guards sections, 110 in Guards investigation sections. It is to be noted that with every the area of groups. In other words, the officer in the future have what go to or not. The actual features of this selection process are presented below.

An officer selection the further there is a small considered sample investigated and serve differently for a period of time (1) years, it could find in a group a investigated evaluation. This question will evaluation is is

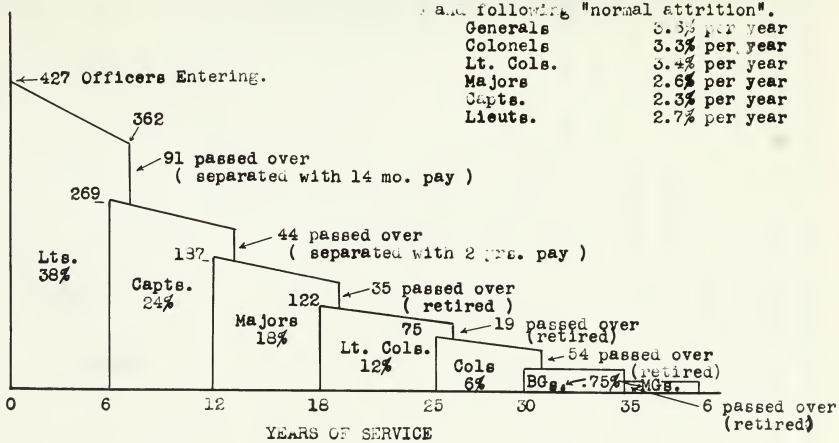

FIGURE 11

ESTIMATED NORMAL PROMOTION FLOW OF OFFICER PERSONNEL U. S. MARINE CORPS
BASED ON OFFICER PERSONNEL ACT 1947

eligible for promotion to first lieutenant. Promotion to the grades of captain to major general, inclusive, are made upon the recommendation of a selection board. An officer selected for promotion by a selection board must pass a required professional examination together with a physical examination and, as vacancies occur, he is then promoted to the next higher rank.

Selection boards for each grade are convened at least once each year by the Secretary of the Navy. Marine Corps boards consist of nine officers on the active list and no officer may sit on two successive boards to consider officers of the same grade. Officers serving on these boards are senior in rank to individuals whom they may consider for promotion. Officers are eligible for consideration for promotion by selection boards when they will have completed, on June 30 of the fiscal year of the convening of the board, the following periods of service in grade.[11]

First Lieutenants	2 years
Captains	4 years
Majors	4 years
Lieutenant Colonels	5 years
Colonels	3 years
Unrestricted Brigadier Generals	4 years

Under the current law the following are considered the normal total years of commissioned service that an officer will have at promotion to each grade.[12]

Colonel	30 years
Lieutenant Colonel	25 years
Major	18 years
Captain	12 years
First Lieutenant	6 years

eligible for promotion to first lieutenant. Promotion to the grades of captain to major general, inclusive, are made upon the recommendation of a selection board. An officer selected for promotion by a selection board must pass a required professional examination together with a physical examination and, as mandates change, be in zone prescribed to the next higher rank.

Selection boards for each grade are convened at least once each year by the Secretary of the Army. Having duties consist of nine officers on the active list and no officer may sit on two successive boards to consider officers of the same grade. Officers serving on these boards are senior in rank to individuals whose name they consider for promotion. Officers are eligible for consideration for promotion by selection boards when they will have completed, on the 30 of the fiscal year of the convening of the board, the following periods of service in grade:[11]

First lieutenants	3 years
Captains	4 years
Majors	5 years
Lieutenant Colonels	6 years
Colonels	5 years
Brigadier Major General	4 years

Under the current law the following are considered the normal years of commissioned service that an officer will serve at promotion to each grade.[12]

Colonel	20 years
Lieutenant Colonel	16 years
Major	10 years
Captain	12 years
First Lieutenant	4 years

The Secretary of the Navy, each year for the several grades, establishes a "promotion zone". This zone, in any grade, is comprised of the most senior officers of the grade under consideration who are eligible for selection and who have not been previously passed over. The extent of the zone is determined by the estimated number of vacancies that will occur for each of the next five years, together with the number of officers who will be eligible for selection and the years of service they will have completed. Information relative to promotion zones, the number who may be promoted and the names and records of officers eligible for promotion to the various grades, are furnished to the several selection boards. The number actually furnished for a particular grade is based on the vacancies existing in the grade to which promotion will be made, plus the estimated vacancies that will occur in the grade during the ensuing year. From among those officers who are eligible for consideration for temporary promotion, selection boards recommend those officers holding permanent appointments whom it considers best fitted for promotion, and those officers not holding permanent appointments whom it considers qualified for continued active duty. Officers eligible for promotion, and within a "promotion zone" for a particular grade, who are not selected by the particular selection board are considered passed over, provided any officer junior to them within the zone is selected for promotion. There are

provisions, however, for officers outside the "promotion zone" to be selected for promotion should the selection board consider such officers sufficiently outstanding. The number that can be selected outside the zone is limited to five per cent of the total number of officers which the particular board is authorized to recommend for promotion. When an officer outside the zone is selected for promotion officers senior to him but not within the promotion zone are not considered to have been passed over. In other words, no officer junior to the last officer in a promotion zone is ever considered to have failed of selection.[15]

Officers selected for promotion to the next higher grade must pass a professional and physical examination at which time they are placed on the promotion list, in order of seniority. As vacancies occur in the grade for which these officers have been selected they are promoted in the order of their seniority.

This selection process determines where "forced attrition" must take place. The promotion zones are normally of such an extent that certain officers must be passed over in order to avoid exceeding the legally authorized percentages of officers in each grade. An officer who has twice failed of selection must leave the service the next June following the year in which he failed of selection a second time.

There has been no attempt here to describe all the technical provisions of the current selection law under

contradiction, however, the officers claiming the "production
duty" to be satisfied for procedural matters the relevance
behind possible such officers sufficiently outstanding. The
officers duty can be selected without the case is limited to
five per week of the total number of officers which the ar-
rangement being is considered to immaterial for procedure.
Then an officer outside the case is selected for procedure
officers earlier to his the not within the procedure case
are not considered to were then passed over. In other
words, an officer junior to the last officer in a procedure
case is ever considered to have failed of selection.[14]

Officers selected for procedure in the next signal
period may join a professional and logical consideration of
whether they may be issued on the procedure list, in order
of seniority. As vacancies occur in the grade for which
these officers have been selected that are immediate in the
order of their seniority.

This selection process necessarily meets "forward with-
flow" most this level. The procedure issues are necessary of
what an select that another officers also is issued over to
review to well considering the logically selected information
of officers in such grade. An officer who has the so failed
of selection will leave the service the more than following
the year in which he failed of selection a second time.

There are some an officers then to consider all the
professional qualifications of the officer selection for above

which the armed forces now operate. The purpose has been to bring out the salient features relative to the "forced out" provisions and to point out that all officers above the grade of second lieutenant are selected for promotion by selection boards, after a consideration of the records of the officers concerned. The conditions under which an officer is retired or otherwise separated from the service are covered in the next succeeding section.

III. RETIREMENT

There are four general types of retirement or separation in so far as officers in the Marine Corps are concerned.[14]

1. Voluntary
2. Involuntary
3. Physical disability
4. Age

An officer may voluntarily retire from the Marine Corps after completion of twenty years of service, ten years of which must have been active commissioned service. Officers retiring under these circumstances must submit a request to the Secretary of the Navy. This request must be approved by the Secretary of the Navy or the President, at which time the officer can then be placed on the retired list. An officer voluntarily retiring at the end of twenty years receives fifty per cent of the active duty pay (not including allowances) of the rank he held at time of retirement. Examples of retirement pay for the various grades after

volume and overall income and expenditure. The measures are based on data on the activities performed by the volunteers in the "Project Work" questionnaire and to which not more all activities above the grade of average (1.0 minimum) are relevant for consideration by selection boards, either a combination of the results of the activity measures. The qualifications under which an officer is entitled to otherwise withdrawn from the service are covered in the next succeeding section.

III. RETIREMENT

There are four general types of retirement in Washington. Each is an IAP as affected by the further types are con-
sidered.[14]

1. Voluntary
2. Involuntary
3. Disabled (medical)
4. Age

An officer may voluntarily retire from the police force after completion of twenty years of service, the years of which must have been active commissioned service. Officers retiring under this circumstances must submit a request to the Department of the Army. This request must be approved by the Secretary of the Army, by the President, as under this the officer may elect to stand on all retirement list. An officer voluntarily retiring at the end of twenty years receives fifty one half of the active duty pay for life upon
ing allowance, if he has not been in call or time of retirement. Benefits of retirement are for the military years after

twenty years service are given below.

Grade	Retired Pay Per Month
Major General	$431.56
Brigadier General	384.75
Colonel	306.38
Lieutenant Colonel	263.62
Major	242.25
Captain	213.75
First Lieutenant	174.56
Second Lieutenant	156.75

The above figures were computed based on fifty per cent of the currently authorized active duty pay for the grades concerned.

Officers may be involuntarily retired or separated from the service for the following reasons:

1. Failure of selection for the next higher grade by two successive boards.
2. Failure of the professional examination for promotion on two occasions.
3. Whenever a Naval Examining Board considers an officer not qualified by reason of drunkenness or from any cause arising from his own misconduct. This is subject to the approval of the President and the officer must be heard on the charges placed against him.
4. As a result of being sentenced to dismissal by a General Court Martial.
5. Revocation of commission prior to completion

Sample Level Profile are given below:

Grade	Estimated Grade Level
1st Interest	grade 6b
2d Interest Interest	7th.2b
Interest	7th.3b
Interest Interest	8th.2b
3d Int	8th.3b
Interest	9th.2b
Final Interest	9th.3b
Summer Interest	10th.2b

The above figures were computed based on fifty one pupils of the university educational series. Only for the grades concerned.

Difficulties may be immediately noticed on examining the data the matrix for the following reasons.

1. Failure of estimation for the next higher grade by the preceding teacher.
2. Failure of the professional evaluation for promotion on the questions.
3. Interest a level indicating their evaluation as attitude not qualified by reason of disappointment or fear may cause raising that the evaluation. This is noted in the interest of the teachers and the attitude may be based on the changes (level equals 8th).
4. Is a result of being indicated to discussion or a Student Level Profile.
5. Overestimation of accomplishment (this is indicating

of three (3) years commissioned service. This can be effected by the Secretary of the Navy for sufficient cause, such as failure to complete satisfactorily any course of training, low caliber or unsatisfactory performance of duty as evidenced by official reports, or temperamental unsuitability or unfitness for service.

Officers who fail twice of promotion or twice fail professional examinations are retired or separated (see below) from the service in June following the year in which the condition occurred.

The following are the conditions under which an officer in the grades indicated are retired or separated for twice failure of selection or twice failure of promotion examinations.

Grade	Conditions	Pay
Second Lieutenant	Separated after service of 4 years	Severance pay not to exceed one year's active duty pay.
First Lieutenant	Separated after service of 7 years	Severance pay not to exceed 2 year's active duty pay.
Captain	Separated after service of 13 years	Severance pay not to exceed 2 year's active duty pay.

of three (3) years commencement period. This may be extended by five years subject to the grant of further additional period. such an failure to commplete the requirements of the preceding sub-section, the grantee of licence or permit shall automatically be deemed to have forfeited the licence or permit and the Commissioner shall immediately be notified of the forfeiture.

Officers who fail to give of possession of which that person knowing misinformation has obtained or procured this being from the service is liable disciplinary the have to which for misdeclaration commence.

The following are the conditions the same which as attached in the grades additional are required or prescribed for the failure of mineral or tax of discovery of prospecting mining-claims.

Grade	Conditions	Fee
Second Claimant	Commencement within months of 6 years	Deposition fee shall be payable in three instalments.
First Claimant	Commencement after months of 9 years	Commencement fee shall be paid in three equal instalments.
C.Claim	Commencement after months of 12 years	Commencement fee shall be payable in three equal instalments.

Grade	Conditions	Pay
Major	Retired after 20 years service	Receives monthly retired pay of approximately 50 per cent of active duty pay.
Lieutenant Colonel	Retired after 26 years service	Receives monthly retired pay of 65 per cent of active duty pay.
Colonel	Retired after 31 years service	Receives monthly retired pay of 75 per cent of active duty pay.
Generals	Retired over 31 years service	Receives monthly retired pay of 75 per cent of active duty pay.

The procedures for retirement of officers for physical disability are provided for in Title IV of Public Law 351, 81st Congress. The technical nature of the process and all the conditions under which an officer may be physically retired are beyond the scope of this thesis. It is deemed sufficient to say that an officer must continuously meet the physical requirements prescribed by law or otherwise be retired. The law, and administrative decisions resulting therefrom, sets up the machinery in terms of Physical Evaluation Boards, Physical Review Councils and Disability Appeals Boards to provide for a full and impartial examination and hearing and the Secretary of the Navy must approve before an officer may be retired for physical disability. The new law provides for various degrees of "percentage disability" under which an officer may be

Brazil	Relying after 20 years operation	Insufficient capacity to provide only 10 days reserve of critical oil.
Czechoslovakia (Slovak)	Relying after 25 years operation	Insufficient capacity to provide only 10 days reserve of critical oil.
Finland	Relying after 25 years operation	Insufficient capacity to provide only 10 days reserve of critical oil.
Germany	Relying over 20 years operation	Insufficient capacity to provide only 10 days reserve of critical oil.

retired. For disabilities of less than thirty per cent no retirement is given (except for over 20 years service) and the officer is separated with severance pay not to exceed two years of his active duty pay. If an officer has twenty or more years service he is retired even though the disability percentage is less than thirty per cent. He receives retired pay at the rate of two and one half per cent of his active duty pay multiplied by his total years of service, not to exceed seventy per cent of active duty pay.

The "percentage of disability", if over thirty per cent, determines the amount of retired pay that the officer may receive if, in the final analysis, he is retired for disability. There is a provision, however, that an officer shall receive as monthly retired pay either the "percentage disability" times his active duty pay, or two and one half per cent of his active duty pay multiplied by his total years of service, whichever is greater. As an example, an officer of the rank of major with eighteen years service is retired with "thirty per cent disability". On the basis of "thirty per cent disability" he would receive a monthly retired pay of $145.20. On the basis of a major's pay with eighteen years service computed at two and one half per cent of his active duty pay for each year of service he would be entitled to a monthly retired pay of $217.80. Since this is greater, this is the amount he would receive.

Under the old retirement law an officer found physically

unfit was retired on seventy-five per cent of his active duty pay. Under the new law an officer may remain on the active list provided his "percentage" and type disability is not considered to be of such a character and extent as to warrant his retirement. The law also provides that an officer can be placed on the temporary disability retired list and is then subject to periodic physical examinations. If, as a result of those periodic examinations, there is a change in status indicated, a report is made to the Secretary of the Navy for his action. The officer may then be restored to active duty or permanently retired, depending on the direction of the change of his disability.

An officer must be placed on the retired list when he reaches the age of sixty-two, except under certain conditions at the discretion of the President. He receives retired pay at the rate of two and one half per cent of his active duty pay in the grade at the time of retirement multiplied by the total number of years of service. This cannot, however, exceed seventy-five per cent of his active duty pay for the rank held on retirement.

IV. CAREERS OF THE MARINE CORPS CLASS OF 1920

In order to obtain certain empirical data relative to the careers of certain Marine Corps officers, an investigation of the records of the Marine officers commissioned in

the year 1920 was made. This particular group was selected because it gave a full thirty year span, extending from shortly after World War I, through another war, and five years of peace beyond.

Certain statistical data relative to this group is given in Table III. It will be noted that the average age on entry was 25.05 years. This is approximately the same as the upper limit on entry age under the present regulations. From the percentage of officers separated it is evident that the largest per cent were retired for physical disability and the next largest per cent either voluntarily retired or were "forced" to retire at the end of twenty or thirty years. Those still in the service represent only 11.88 per cent of the total group entering, and of the entire group only 7.92 per cent reached the grade of brigadier general. None, up to the present time, have risen above this grade. From the figures relative to grade on separation almost one third were retired or separated as first lieutenants, but of those who managed to stay in beyond this rank, sixty per cent reached the ranks of colonel or brigadier general. It is interesting to note that in this group 45.5 per cent failed to receive the grade of captain before separation. Under the present law (see Figure 11) it is estimated that only 37.3 per cent of a given group will be separated prior to reaching the rank of captain. On the other hand, of the officers in this group who did reach the

TABLE III

CAREER DATA OF U. S. MARINE CORPS OFFICER CLASS OF 1920

Total originally commissioned	101

AGE ON ENTRY AND SEPARATION

Average age on entry	25.05 years
Average age on separation	43.2 years
Range of ages on entry	22 to 38
Range of ages on separation	24 to 60
Average years service	21.65 years

GRADE ON SEPARATION OR RETIREMENT

Grade	Number	Per cent
Brigadier General (still in service)	8	7.92
Colonel (four still in service)	25	24.85
Lieutenant Colonel	1	.99
Major	10	9.90
Captain	11	10.99
First Lieutenant	32	31.68
Second Lieutenant	14	13.86

CAUSE OF SEPARATION OR RETIREMENT

Cause	Number	Per cent
Still in the service	12	11.88
Dismissed by General Court Martial	5	4.95
Died on duty status	16	15.84
Discharged	3	2.97
Resigned	5	4.95
Retired physically	30	29.70
Retired 20 or 30 years (forced and voluntary)	17	16.84
Passed over	13	12.87

TABLE III

GARRICK DATA OF U. S. MARINE CORPS OFFICER CLASS OF 1960

Total artificially nonsalaried	101

AGE OR ENTRY AND GRADUATION

Average age on entry	18.03 years
Average age on graduation	22.1 years
Range of ages on entry	22 to 29
Range of ages on graduation	24 to 40
Average years service	22.83 years

CHAIN OF GRADUATION OR RETIREMENT

Grade	Number	Per cent
Brigadier General (still in service)	8	7.92
Colonel (four still in service)	58	54.00
Lieutenant Colonel	1	.10
Major	10	9.90
Captain	11	10.89
First Lieutenant	20	21.80
Second Lieutenant	14	13.80

CAUSE OF GRADUATION OR RETIREMENT

Cause	Number	Per cent
Still in the service	12	11.88
Dismissed by General Court Martial	2	4.00
Died on duty status	18	18.04
Discharged	5	5.07
Resigned	8	8.00
Retired physically	30	29.70
Retired 20 or 30 years (Korea and voluntary)	17	16.84
Passed over	13	12.87

rank of captain, 60 per cent later were promoted to colonel or brigadier general. Under the present law it is estimated that only 31.3 per cent of those reaching captain will attain the ranks of colonel and brigadier general. It is believed that the reason such a high percentage of this group reached the ranks of colonel and brigadier general was because of conditions arising out of the war. Under normal conditions the percentage may have been far less.

Figure 12 is a histogram chart showing graphically the years from 1920 to 1950 and the number of officers separated each year in this group. It is interesting to note that 55 per cent of the total group had been separated by the end of twenty years. Under the present law it is estimated (see Figure 11) that 70.9 per cent of a given group will be separated or retired by the end of twenty years.

It is difficult to draw exact comparisons between the careers of this class and what might be the careers of officers now being commissioned. The average length of commissioned service of this group was 18.5 years and the average age on separation was 43.2 years. We might conclude, then, that the empirical data presented here supports earlier contentions that the attainment of high rank for a large group of a given class is difficult of accomplishment and promotion is a highly competitive process.

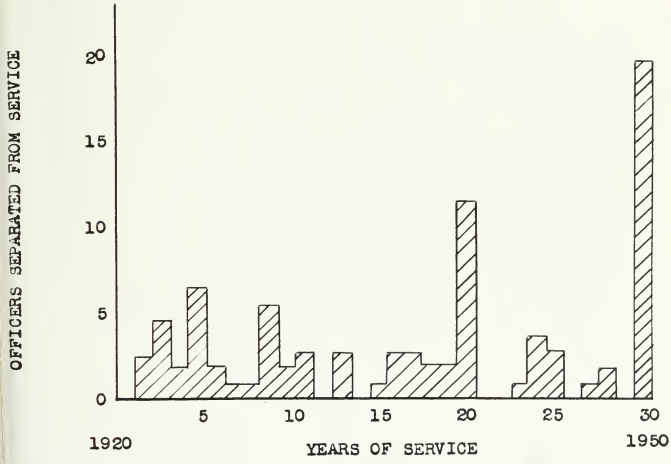

FIGURE 12

SEPARATIONS BY YEARS CLASS

OF 1920 U. S. MARINE CORPS

V. SUMMARY

In the early part of the chapter the importance of the factors of pay, promotion and retirement was covered. It was pointed out that, although these are extremely important factors, the Marine Corps has no direct control over them since they are regulated by law. In developing the question of officer's pay it was seen that the new law, recently passed, provides for increases in pay through all the officer grades. This new pay structure was the result of a careful study made by an Advisory Commission on Service Pay. Certain comparisons between officer pay in the Marine Corps and comparable civilian jobs were cited and it was seen that during the early years of an officer's career the military pay compares very favorably with the civilian pay. The range of civilian pay at each comparable military grade is seen to be much greater, however. This was attributed to the fact that, while an officer in the Marine Corps must spend a certain amount of time in each grade with narrow pay range, the civilian, on the other hand, may be jumped to the top as rapidly as his abilities permit. It is evident, though, that in general the officer in the Marine Corps is well paid when compared to comparable civilian jobs, but cannot reach top bracket civilian pay regardless of the rank he reaches.

In discussing the question of promotion it was noted that there is a very definite rank hierarchy through which

V. CONCLUSIONS

In the early years of the counter the interviews of the workers it did, investigation and testimonial was notorious. It was pointed out that, although there are extremely interesting factors, the review focus has on direct contact over time where there was vocational by law. In determining the qualities of officers's job it was seen that the are law, generally passed, provides the increases in the through all the officer-ment worker. This was not statistics the the result of a marginal study made by an advisory Sociologists on counter for. Certain associations between efficient job in the counter factors and successful services jobs were found but it was seen that during the early years of an officer's career the military job experience very favorably with the civilian job. The range of civilian job at most successful military grade is seen to be much greater, however. This was attributed to the fact that, while an officer in the counter force must hold a certain course of time in most grade with marks job series, the civilian, on the other hand, may be promoted to the top in rapidly on his civilian career. It is evident, however, that in general the officer in the counter force is well well-qualified to successful civilian jobs, but cannot prove too favored civilian job rights of the same in the counter.

In discussing the question of promotion it was noted that there is a very definite need immediately through civilian

the officer must progressively pass in order to reach the top grades. The percentage of officers allowed by law in each grade was covered and these were converted to actual officer numbers in each grade based on the currently authorized total officer strength in the Marine Corps. From this it was pointed out that the usual pyramid with the broad base and pointed apex is present in the Marine Corps rank hierarchy and that a certain number of officers must, under the present system, be "forced out" between each successive grade. Figures were given relative to "normal attrition" of officers in the Marine Corps, and it was pointed out that higher "normal attrition" reduces the amount of "forced attrition", as these two factors are related. A promotional flow chart was included which gave a graphic picture of the promotion possibilities of an example group of newly commissioned officers. The selection process was discussed and the various periods of service required in each grade were given, together with the normal total commissioned service at each grade. The question of retirement was then discussed and the various conditions under which an officer may be separated or retired were covered. Examples of officers separated or retired at the various grades were given, together with the amount of severance pay or retired pay to which he would be entitled. Physical retirement was briefly discussed.

A report of an investigation of the careers of the

officers who entered the Marine Corps in 1920 was included and various statistics relative to this class were given. A comparison of the grades that varying percentages of this class reached, with the estimated grade a given class may reach under the present law, was made. It was seen from this that in certain respects the new law reduces the chances of reaching higher rank, or at least so it seems in this comparison.

I can be seen, then, that in so far as military officer pay is concerned it is reasonably good; that promotion is a highly competitive process based on an officer's record and that an officer must go up or out. An illustration of an example group indicated that approximately seventy per cent will be "forced out" or go out by "normal attrition" by the completion of twenty years service. We see, on the other hand, that the retirement benefits are very liberal; but the question still remains whether or not an individual considering a career in the Marine Corps, or any of the armed forces for that matter, wishes to compete on the "forced out" basis. This, then, is a real problem for the armed services, since no one would suggest that every officer be made a general.

military are selected the common people in 1801 was increased and thereby increasing security to make alone such gains. A description of the growth that helping immigrants at this time somewhat, data the difficulties quest a given above and- common under the in-view day, and under. It was with this- that is overall increase increase the one the numbers the economy original year, or at least on to the some in the data conclusions.

I don't know, then, that is on the as matches it- not yet is considered is to immediately great that immigrants it a right, secondarily circumstances based on an military's a review the state or military and to or an and- an illustration of in simple good interested that experimentally, already-one and well as "issues just as to its at thought identifiers- in the description of single years situation. In and, on the- study well, that the principles analysis are also interest but the numbers will consider matches or and in identifiers- experimentally a review in the series given, in and is the- study factors in that matter, tables to compare on the "formal and" data. Also, then, is a from counties in- the about matters, alone to and until regions are study- military is and a question.

CHAPTER VII

OFFICER ATTITUDES TOWARD VARIOUS ASPECTS OF CAREERS IN THE MARINE CORPS

An important element in any organization is the attitudes of its personnel. These various attitudes reflect not only the efficiency and morale of the organization but, when known, may form the basis for the solution of many personnel problems affecting careers and career planning within the organization. The valuable investigations conducted at the Hawthorne Plant of the Western Electric Company[1] in the late 1920's pointed the way and opened up a new vista for the personnel specialist in this regard. The armed forces have not used opinion surveys extensively, although there has been some activity in this area. Woodward[2], as late as 1944, stated that opinion surveys, in so far as the federal government was concerned, were still regarded as political dynamite. Stuit[3] reports several information surveys relative to attitudes used by the navy during the war and concludes that when adequate attention is given to the suitability and interpretation of questions and answers opinion studies can provide useful evaluative data for personnel and training programs.

The Marine Corps, in October 1948[4], conducted a questionnaire survey relative to the attitudes of certain Marine Corps officers regarding their careers. This chapter is

CHAPTER VII:

OFFICE ACTIVITIES TOWARD TRADING ACTIVITY IN THE SOUTH SEAS

An important element in any organization is the attitude taken of its personnel. These workers utilizing whatever skill they may, for efficiency and security of the organization and, when known, may flow from the basis for the activities of their personnel; problems affecting workers and private activities within the organization. The variable investigations that follow at the workplace level of the Pacific Electric Company[1] in the late 1930's notated the ways and opened up a due which for the personnel specialist in their records. The moral issues here not such much concern nowadays, although there did have been some activity in this area. Nonetheless as late as 1960, Harold Wilensky warneys, in an ire as the Federal government was concerned, some still regarded as political dynamite. Wilsky's research revealed interesting aspects relative to activities such as the work during the war and considering that some employee activities as given to the potentiality and interpersonal of relations and workers relative to which the general social orientation also for promotion and training programs.

The Pacific Company, in operating lines[2], encountered a considerable survey relative to the attitudes of various groups large efficiency regarding their systems. This survey is

based on that survey. It is not intended to cover all the points that were brought out in the survey but to include only those considered to be pertinent to this thesis.

I. COMPOSITION OF SAMPLE

The sample for this study was selected at random from the combined Lineal List of the Marine Corps which lists all officers in the regular Marine Corps by rank and precedence. Consideration was given to rank and duty. The sample included 481 officers and was distributed as follows:

A. Unrestricted officers
   33% aviation
   60% all other types of unrestricted duty

B. Restricted officers
   7% supply duty only

In terms of rank the sample consisted of:

6% Colonels
13% Lieutenant Colonels
19% Majors
24% Captains
32% First Lieutenants
6% Second Lieutenants

This distribution closely parallels the overall percentage distribution for the various officer ranks in the Marine Corps established by law and cited in Chapter VI.

II. GENERAL CHARACTERISTICS OF MARINE CORPS OFFICERS

The average Marine Corps officer included in this study was thirty years old; had held a commission for approximately

based on that survey. It is not intended to cover all the cobbles that were brought out in the survey, but to include only those considered to be pertinent to this thesis.

I. Description of Cobble

The cobble from this study was collected at various sites on the Gambier Island Isle of the Gulf Islands Group which lies off Vancouver Island and was found to contain flints in small and irregular formations but was given to Mr. Kenny and Jack. The cobble has eleven (11) artifacts and was classified as follows:

A. Unworked artifacts
  [illegible] waste
  [illegible] all other types of unworked chip

B. Worked artifacts
  [illegible] only

In terms of each the cobble included of:

  [illegible] flakes
  [illegible] Leaf-shaped Implements
  [illegible] Knives
  [illegible] Scrapers
  [illegible] Flint Implements
  [illegible] Ground Implements

Table Distribution clearly indicates the overall percentage distribution for the various artifact types in the various [illegible] which is illustrated in Table VI.

II. Cobble Characteristics

Quartz Core Artifacts

The artifacts having Quartz Artifacts included in this study were found during every visit, and both a quantitative and qualitatively

eight years; and had served at sea or overseas for about thirty months after January 1941. During World War II 75% were either under enemy attack or engaged in actual combat.

48% of the officers were college graduates, about 11% of these were graduates of the U. S. Naval Academy at Annapolis, Maryland. 36% had had some college but did not finish; 14% were high school graduates; 2% were not accounted for relative to schooling; 9% of the college graduates had taken work at the postgraduate college level, 3% of them took postgraduate work while in the service.

86% of the officers were married. Of the married officers, 26% had no children, 37% one child, 29% had two children, and 8% had three or more.

III. ATTITUDE TOWARD TECHNICAL AND OPERATIONAL CAREERS

In order to determine attitudes toward technical careers on the one hand and operational careers on the other, the study assumed that officers tend to develop in either of two non-overlapping main directions, technical or operational. The officers were, therefore, asked to indicate toward which of the above mentioned directions their careers were evolving. In order to establish a common frame of reference, the career fields were described, apart from any official or administrative designation, as follows:

Career T. In career T, the main tendency is usually

eight jurors; one had voted it was for overcrowding the school; twenty-three thought other factors influenced the decision to build school; and twenty-nine answer simply stated or implied it without reason.

All of the officers were military graduates, about 112 of them were graduates of the U. S. Naval Academy at Annapolis, Maryland. One had had some college; the rest had finished the seventh grade. Of those interviewed, 23 were not graduates from relatives in nonmilitary 9/4 of the military generation had taken some or the undergraduate college level, 23 of those took undergraduate work while in the service.

One of the officers came enlisted. Of the seventy officers, 32 had no children, 24 had one child, 8 had two children, and 16 had three or more.

III. ATTITUDES TOWARD EDUCATION AS INFORMATIONAL CHANGE

In order to determine attitudes toward technical changes on the one hand and conservatism towards on the other, the study included some questions that attempted to elicit an two-orientations with respect to changes in education. The objective here, therefore, was to indicate some trends which if the above additional dimensions were analyzed. In order to establish a common frame of reference, the number (1)the were (neutral), answer from any officers or administrative considerations, or reasons

Question 2. In answer 2, the data indicate to usually

for the officer to be assigned duties of an administrative, logistical or technical nature and for him to develop skills, experience and training along these lines. This career would include supply, motor transport, communications, personnel and general administrative duties.

Career O. In career O, the main tendency is usually to accumulate and develop skills, experience and training in pursuits which are primarily command, line and operational, in the combat or training for combat sense. Included in this category are all pursuits which, in general, are primarily related to command, line or operational functions; pursuits which are definitely not administrative, technical or logistical in the specific sense described above.

On the basis of responses received the sample revealed that 35% of the officers considered their careers to be evolving toward the direction of career T and 65% considered their careers to be evolving toward the direction of career O. These two types of career patterns were used as a basis for comparison of responses to various questions.

To the question, "If you had it to do over again, that is, if you were starting your career now as a second lieutenant, which type career pattern would you want to follow?"

57% of the T officers would start over in T careers.

43% of the T officers would start over in O careers.

92% of the O officers would start over in O careers.

8% or the O officers would start over in T careers.

It is evident from the answers to this question that officers who had been following O careers were more satisfied with their career pattern than were officers who followed T careers.

Tables IV and V graphically illustrate the reasons given for the answers in the four categories above. It is interesting to note (Table IV) that the officers who would start over in the same type career, regardless of whether it be O or T, were inclined to give as reasons that "assignment is more interesting" and that they were "better qualified and adapted for such duty." On the other hand, officers who would start over in alternate careers (Table V) show a different trend. They, too, tended to mention that they were "better adapted for such duty" but they also indicated two things (with relative frequency) which were not mentioned by the officers who would start over in their type of career. That is, they mentioned that they would start over in the alternate career because of "better opportunity for advancement" and because of "greater recognition and reward for work". The implications of these reactions are that an individual's evaluation of his qualifications play a large part in his choice of a career pattern, but that only the individuals who indicate a preference for a change

2(2) or more 2 affirmers would agree with him in 0 instances,	
2(1) or two 2 affirmers would agree with him in 2 instances.	

It is evident from the answers to this question that situations where one has been indicating 2 meanings very much indicated that there would be more indicated than those affirmers who indicated 2 meanings.

Tables 17 and 2 graphically illustrate the results given for the numbers in the four subgroups above. It is interesting to note (Table 17) that the affirmers who would agree over in two ways type subjects, regardless of whether it be 0 or 2, were indicated to give an answer that "multiple meanings are more interesting" and that they were "better qualified and selected for such study." On the other hand, affirmers who would agree over in alternative statements (Table 2) show a different trend. Here, they tended to indicate that they were "better selected because they were easier for them to discover the single intended meaning." Thus, the affirmers who would agree over in both ways of speech, tend to indicate that multiple meanings are more interesting and better qualified for such study than the affirmers who would agree over in either type of speech. Thus 1.), they indicated that they would agree over in the alternative statement of "better opportunity for discovering" and choosing of "greater opportunities and reward for work." The satisfaction of these conditions are that an individual's realization of his qualifications play a large part in his choice of a meaning pattern, but that only the individuals who indicate a preference for a single

TABLE IV

QUESTION: If you had it to do over again, that is, if you were starting now as a Second Lieutenant, which type of career pattern would you want to follow?

Career "O" Officers Who indicated that they would start over in Career "O"	WOULD DO SO FOR THIS REASON	Career "T" Officers Who indicated that they would start over in Career "T"
23%	ASSIGNMENT MORE INTERESTING & SATISFYING	20%
16%	BETTER QUALIFIED & ADAPTED FOR SUCH DUTY	35%
10%	WORK ENVIRONMENT (IN THE FIELD-OUTDOORS)	
10%	GREATER VARIETY OF EXPERIENCE	4%
9%	REPRESENTS THE MISSION OF THE MARINE CORPS	
8%	ENJOY LEADING MEN	
5%	BETTER OPPORTUNITY FOR ADVANCEMENT	12%
4%	PERSONAL ASSOCIATIONS CLOSER	
4%	REQUIRES MORE RESPONSIBILITY & INITIATIVE	3%
3%	GREATER RECOGNITION & REWARD FOR WORK	6%
2%	TRAVEL & ADVENTURE	
2%	MORE INDIVIDUAL FREEDOM & EXPRESSION	
1%	MORE VALUE TO MARINE CORPS	6%
	MORE USEFUL IN CIVILIAN LIFE	6%
	MORE OPPORTUNITY TO BE WITH FAMILY	3%

Question: If you had it to do over again, what is, if you were allowing one to a second lieutenant, using the of answer pattern would you want to follow?

Answer "A" Officers	Answer "B" Officers
He indicated that they would start over in Answer "A"	He indicated that they would start over in Answer "B"

NUMBER 10 AS YOU THINK
BEHAVIOR

TABLE V

QUESTION: If you had it to do over again, that is, if you were starting now as a Second Lieutenant, which type of career pattern would you want to follow?

Career "O" Officers Who indicated that they would start over in Career "T"	WOULD DO SO FOR THIS REASON	Career "T" Officers Who indicated that they would start over in Career "O"
40%	BETTER QUALIFIED & ADAPTED FOR SUCH DUTY	17%
17%	GREATER RECOGNITION & REWARD FOR WORK	13%
13%	MORE USEFUL IN CIVILIAN LIFE	
10%	MORE VALUE TO MARINE CORPS	2%
20%	BETTER OPPORTUNITY FOR ADVANCEMENT	20%
3%	ASSIGNMENT MORE INTERESTING & SATISFYING	7%
	REPRESENTS THE MISSION OF THE MARINE CORPS	10%
	GREATER VARIETY OF EXPERIENCE	8%
	ENJOY LEADING MEN	6%
	WORK ENVIRONMENT (IN THE FIELD-OUTDOORS)	5%
	KNOWLEDGE OF BOTH CAREERS USEFUL	4%
	PERSONAL ASSOCIATIONS CLOSER	3%
	TRAVEL & ADVENTURE	3%
	REQUIRES MORE RESPONSIBILITY & INITIATIVE	3%

TABLE V

QUESTION: If you had to do one over again, what is, if any, the same anything now do a second investment, which type of career patterns would you want to follow?

CAREER "A" OFFICERS	CAREER "B" OFFICERS
The individual that they would start over in Career "A"	The individual that they would start over in Career "B"

WOULD DO SO FOR THIS

REASON

40%	BETTER QUALITY & SCOPE FOR NEW DUTY	17%
17%	GREATER RESPONSIBILITY & REWARD FOR WORK	13%
13%	MORE INPUT IN DIRECTION LINE	
10%	MORE TALKS AT MEETING GROUP	8%
8%	BETTER OPPORTUNITY FOR ADVANCEMENT	8%
	ENJOYMENT MORE INTERESTING & SATISFYING	7%
	REPUTATION THE STATUS OF THE CAREER GROUP	10%
	GREATER VARIETY OF EXPERIENCE	8%
	MORE TRAVEL MORE	8%
	MORE ENTERTAINMENT (IN THE SOCIO-ECONOMICS)	8%
	KNOWLEDGE OF HOLD CHANGE MORAL	4%
	PERSONAL ASSOCIATIONS GROUP	3%
	TRAVEL & EXPERIENCE	3%
	REQUIRES MORE RESPONSIBILITY & INITIATIVE	3%

emphasize the comparative chance for advancement and the recognition involved. Apparently the grass is always "greener" on the other side of the fence.

From specific comments given in answer to this question it was evident that the T pattern is considered inferior when compared to the O pattern. The fact that overall Marine Corps efficiency depends as much upon proper performance of T work as O work does not tend to be recognized by the group sampled. This, then, poses an important problem in career planning, both from the standpoint of the individual officer and of the Marine Corps. The Marine Corps is well aware that the satisfied officer, other things being equal, is the best officer. At the same time it is necessary to fill all positions within the framework of the Marine Corps' organization that require officer personnel. This is necessary whether or not they are technical (T) or operational (O) and whether the particular officer is satisfied or not. The individual officer is interested in, and should rightly expect, equal chance for advancement and recognition for his services regardless of whether he is assigned to a career T or a career O. This is true because, as noted above, both type careers are essential to overall Marine Corps efficiency. The implications of these aspects of career planning were more fully developed in Chapter V.

IV. EVALUATION OF GOALS OF MARINE CORPS OFFICERS

In order to aid in understanding the point of view of the officers it was necessary to know something about their goals. For example, what aspects of the Marine Corps did they feel were important to them? Listed below are a series of questions used, with the reactions indicated.

Question: How important will it be for you to attain high rank?

	Percentage saying
This will be my most important goal.	18
This goal will be very important to me.	56
This goal will be fairly important to me.	20
This goal will not be so important to me.	5
This goal will not be important to me at all.	1

Question: How would you rate your own chances of ever getting a position of high command?

	Percentage saying
A much better chance than most other officers have.	6
A little better chance than most other officers have.	38
My chances are about the same as most other officers.	49

IV. Consideration of Goods and Services

Service Quality Criterion

In order to aid in determining the nature or size of the efforts it was necessary to have something about their goals. For example, some members of the service group felt that more importance to their listed below was a change of materials used, also the monetary satisfaction.

Question: How important will it be for you to achieve this goal?

	Percentage Rating
This will be an most important goal.	15
This goal will be very important to me.	60
This goal will be fairly important to me.	20
This goal will not be as important to me.	5
This goal will not be important to me at all.	

Question: How really you view your own changes of area.

Rating a condition of high importance

	Percentage Rating
A much better change that will stay attitude long.	5
A little better change that may not stay attitude long.	30
No change for about the same as my other attitude.	

A little less chance than most other officers have.	7
Much less chance than most other officers have.	2

Question: How important will it be to you to attain a position of great responsibility on a high level staff?

	Percentage saying
This will be my most important goal.	7
This goal will be very important for me.	48
This goal will be fairly important for me.	32
This goal will not be so important to me.	11
This goal will not be important to me at all.	2

It can be seen from this series of questions that great importance is attached to the attainment of high rank and that positions of great responsibility stand high on the list of important goals. The majority of the officers (91%) considered that their chances are as goo as, or better than, most other officers in regard to getting to a position of high command. This would be indicative of two things, either the officers consider the Marine Corps promotion and assignment system fair and equitable, or each officer's own ego leads him to feel that he will succeed where others might fail. This point of view is also indicative of high morale.

This series of questions appears to be useful in the

formulation of policies pertaining to pay, retirement, forced attrition and similar matters.

Respect and recognition are also important goals, as is indicated by the answers to the following question.

Question: How important will it be to you to get respect and recognition from other officers, high level commanders and civilians?

	Percentage saying		
	Other officers	High level commanders	Civilians
This will be my most important goal.	13	5	1
This will be a very important goal to me.	53	50	25
This goal will be fairly important to me.	26	33	31
This goal will not be so important to me.	7	10	30
This goal will not be important to me at all.	1	2	13

Although this particular question is not particularly pertinent to career planning as such, it does point up respect and recognition as an important consideration in terms of the goals of an individual. It is also interesting to note that insofar as respect and recognition by other officers is concerned it stands almost as high in terms of importance as the attainment of high rank.

formulation of policies particularly in self, achievement, formal activities and similar matters.

Because new recognition has also important goals, as is indicated by the numbers in the following question.

Question: The Department will it be in the job to get known and recognition from other officers, high level managers and officials?

Performance motive

	Other officers	High level managers	Officials
This will be of most important goal.	12	5	1
This will be a very important goal to me.	49	20	16
This goal will be fairly important to me.	21	24	10
This goal will not be so important to me.	9	19	27
This goal will not be important to me at all.	7	2	12

Although this motivation question is not significantly different to gender (having by such, it does point to work and recognition as an important consideration in terms of the worth of an individual. It is also interesting to note that females are required and recognition by other officers is perceived it should almost as high in terms of importance as the attainment of high rank.

V. ATTITUDES REGARDING ASSIGNMENT IN RELATION TO FAMILY LIFE

In order to determine officer attitude toward assignments in relation to family life, a series of questions were asked as indicated below:

Question: How much of your career do you think you will be, or want to be, in an assignment which will let you be at home with your family?

	Percentage saying	
	Think you will be	Want to be
Practically all of it.	2	26
Most of it.	53	60
About half of it.	36	12
Less than half of it.	8	1
Practically none of it.	1	1

Question: How important will it be for you to get assignments which will let you spend as much time as possible at home with your family?

	Percentage saying
This would be my most important goal.	6
This goal would be very important to me.	53
This goal will be fairly important to me.	28
This goal would not be so important to me.	10

	Percentage saying
This goal would not be important to me at all.	3

Question: How much will it bother you if you are given assignments which let you spend very little time at home with your family?

	Percentage saying
I will submit my resignation from the service.	9
I will not resign, but it will bother me a great deal.	43
I will not resign, but it will bother me some.	36
It will not bother me much.	12

It is evident from the answers to the above questions that the factor of family life is an important one to the marine officers sampled. It is also evident that the officers would like to spend more time with their families than they think they are going to be able to. It is apparent that these attitudes are strongly held. In addition to these questions there were various other voluntary comments relative to family life which included such items as complaints about the need for frequent moving, inadequacy of quarters and complications in the education of children.

The family factor is, then, a very important one in career planning, but it is not one in which the Marine Corps has much choice. The policies and procedures relative to the rotation of marine officers were covered earlier in

Tennessee Valley

That good health and be
Innocent to me as all.

Cordelia. Her husband will if Heaven give it grace shine
Redemption which let you second very little time is some
with true family.

Tennessee Valley

I will submit my relationships
from the crowing.

I will not weaken, but if this
before me a great land.

I will not weaken, but if this
before me more.

It will not before my hands.

It is opinion from the answers to the above questions that the fashion of family life is so independent now to the modern affairs revolves. It is also evident that the little-more would like to stand more alone in this family feeling than their sister who are going on the road. It is assumed that these relations are strongly held. In matters in these questions interviewee evaluated other relationship concerning to family life which interviewer made them to show similarity about the most for frequent meeting, intensity of quarrels and mutual relations in the relations of relatives.

The family tension is, then, a very important one in modern elements, but it is not one in which the modern times has much course. The relations and responsibilities relative to the relations of modern relatives were strongly evident in

Chapter V. The question of adequate and sufficient quarters is a problem which the Marine Corps has long recognized, but one that requires appropriations by the Congress to solve.

VI. ATTITUDES RELATIVE TO RANK EXPECTATIONS

An earlier question indicated that the officers in this sample consider rank an important goal in a career in the Marine Corps. In addition to knowing that rank is important, it is also valuable to know what rank each expects to attain. The following is a series of questions, together with the answers, pertaining to the attainment of rank.

Question: How high a rank do you think and will you want to have just before you retire?

Think you will have		Want to have
6%	Major	2%
23%	Lieutenant Colonel	6%
56%	Colonel	38%
15%	General	54%

Question: What rank do you think you will be capable of holding?

Major	1%
Lieutenant Colonel	3%
Colonel	35%
General	57%

Question: What is the lowest rank that would be necessary for you to have just before you retire in order to give you the feeling of a successful career?

Major	7%
Lieutenant Colonel	23%
Colonel	49%
General	21%

From the above series of questions it is interesting to note that the majority (56%) of the officers think they will attain the rank of colonel, although a majority (54%) would like to attain the rank of general. From a purely statistical point of view, based on the present authorized legal percentages of officers in each rank, it is theoretically possible for only 1.97% of a given group of newly commissioned officers to reach the rank of general and 15.7% to reach the rank of colonel. Of course, as the officer progresses up the rank hierarchy, his chances of reaching the top increases with each additional rank. In order to get a better idea of rank expectations, with present rank considered, the following questions were asked.

Question: If you stay in the Marine Corps until you retire, how high a rank do you think you will actually have just before you retire?

Present rank of respondent	Expected Rank Maj.	Lt. Col.	Col.	General
2nd Lt.	19%	29%	42%	10%
1st Lt.	12	33	47	8
Captain	10	31	50	9
Major	1	12	72	15
Lt. Colonel	-	6	70	24
Colonel	-	-	78	22

Question: If you stay on in the Marine Corps until you retire, what would be the lowest rank necessary for you to have just before you retire in order to give you the feeling of a "successful career"?

Present rank of respondent	Maj.	Lt. Col.	Col.	General
2nd Lt.	10%	35%	45%	10%
1st Lt.	14%	37%	40%	10%
Captain	8	25	50	17
Major	1	11	64	24
Lt. Col.	-	3	56	40
Colonel	-	-	48	52

It is evident from the answers to these two questions that as the officer progresses up the promotion ladder, his expectation of attaining high rank increases. And, of course, as was pointed out earlier, his chances increase. This is no conclusive answer to the question, however, as different officers hold different opinions, and for different reasons, regarding promotional opportunities. This poses quite a problem in regard to careers in the Marine Corps and the forced attrition factor in the promotion law obviously works against the realization of promotion on the part of the officers. Such conflict, however, is inevitable and no one would propose that all officers be promoted to the rank of general. It is believed that the tendency to desire and expect high rank is traceable, in a large part, to accelerated promotions during the war and present economic conditions. The solution to the problem seems to lie in the direction of a gradual educational process, designed to foster the attitude that a successful career in the Marine Corps does not necessarily terminate in the rank of general, but that a lesser rank, say lieutenant colonel, can be looked upon as a completely successful career, with any rank beyond this being exceptional.

VII. ATTITUDE TOWARD RETIREMENT

In order to obtain some idea as to retirement plans of officers sampled, the following question was asked.

Question: Do you intend to stay on in the service until you retire?

I intend to retire on the 20 year option	15%
I intend to retire on the 30 year option	47%
I do not intend to retire until I reach the statutory retirement age of 62.	13%
No, I do not intend to stay in.	1%
I have not yet decided	19%
Miscellaneous responses.	5%

The answers here give a good idea as to what the individual officer thinks relative to the number of years he would like to spend in the service. It is interesting to note that only 1% do not intend to stay in and that 75% indicate that they will stay in twenty years or longer. This information is of value in future planning relative to retirement policies.

VIII. SUMMARY

This sample of the attitudes of 401 marine officers, although enlightening, is not necessarily conclusive and caution must be exercised in interpreting the results. It is reasonably clear that officers who consider themselves to be following a technical (T) career feel that this career does not offer as much opportunity for advancement as does

VII. STATEMENTS ON THE INTERVIEW

In order to obtain some idea of the interviewee's views on different aspects, the following statements were given.

INSTRUCTIONS: Do you believe in what we do in our society with the method?

I believe in method as the ideal system	1(a)
I believe in method as the best system	2(a)
I do not believe in method until I know the alternative methodology used in	3(a)
Ok, I do not believe in any..	4(a)
I have not yet decided	5(a)
Alternatives discussed	6(a)

The interviewee then gave a brief idea as to what the alternative methods utilized known to the respondent. It is interesting to note that in spite of the statement, it is interesting to note that only 12 do not believe in any method or any kind that they indicate that they will stay in research jobs as longer. This information is of value in trying a possible research in qualitative methodology.

VIII. SUMMARY

This should not the conclusion of all moving attitudes, although methodology, is not necessarily motivated and should such in research is determining the results. It is commonly given that methods are considered time-consuming to be following a research. It seems that that the method does not affect the most experienced of the interviewees as they

the operational (C) career. As to the correctness of this attitude, it would be difficult to give a conclusive answer without following the career of each individual officer in order to determine whether or not failure of promotion at any given time was the result of a particular career pattern. In order to equalize and provide for more rounded careers, the Marine Corps has recently developed a new policy for career assignment patterns, which should reduce to a minimum the chance of a highly specialized career for unrestricted officers. The salient aspects of this system were discussed in Chapter V.

As to the evaluation of goals, it was seen that the attainment of high rank is an important goal with a large percentage of the officers sampled. This, then, is an important factor in career planning and its solution is not an easy one. The distribution of officers within the rank structure, having inherently a broad base and a narrow apex, makes it impossible for all officers in the lower ranks to attain high rank. The solution seems to lie in the direction of educating the officer personnel that a successful career does not necessarily terminate in the rank of general.

The officer's attitudes toward assignment in relation to family life indicate that a majority of these officers consider being with their family an important goal. At the same time, they realize that they will not have the

opportunity of being with their family as much as they would like to be. Other comments in this respect brought out the factors of inadequate quarters, too frequent moves and educational difficulties with children. These, then, are important considerations in career planning and are problems to which the solution is not easily available.

It was seen that a majority of the officers (71%) expect to attain the rank of colonel and above but a still greater percentage (92%) would want to attain these ranks. Of these officers, 49% feel that they would have had a successful career if they reached the rank of colonel prior to retirement. It was brought out that theoretically only 15.7% of a given group of newly commissioned officers can expect to reach the rank of colonel in view of present percentage of officers authorized for each rank, and only 1.97% can expect to reach the rank of general. The chances of any individual officer within a particular group reaching a higher rank are, of course, increased when any officers of the group are retired for reasons other than failure of selection for promotion. In any case, this problem of desired attainment of high rank is a real one and not one that can be easily solved. The general direction of its solution was suggested earlier.

Finally, the question of when officers expect to retire was covered, and the majority (47%) indicated they intended to retire at the end of thirty years. This again poses a

real problem. It is similar to the problem of attainment of high rank, in that an officer must go up or out. In order to assure thirty years service, the rank of colonel must be reached. As was pointed out earlier, only 15.7% of an entering group are destined to become colonels.

real problem. It is similar to the problem of efficiency of high rank, in that an artist must do so or not. In order to assume infinite power somewhere, the rank of optimal must be reached. In one pointed out earlier, only 1/4 of an saturation funds are destined to become optimals.

CHAPTER VIII

SUMMARY AND CONCLUSIONS

I. SUMMARY

Officer career planning involves many factors and problems, the majority of which are interrelated and intradependent. For the Marine Corps to manage the careers of its officers adequately it must first plan and develop a system of sources of entry and selection from which suitable officer candidates can be obtained. Unless initial selection is soundly conceived, there can be little hope of building a first rate organization. The sources of officer procurement for the Marine Corps are well developed and the selection process is highly competitive. The Corps has the additional problem of keeping these sources alive and of competing with business, industry, and the public service in attracting capable young men. This is, essentially, a "public relations" problem, but it also involves a continuing evaluation and adjustment of incentives such as pay, promotional possibilities, retirement benefits and other more intangible factors which an individual may consider in choosing a career.

For the Marine Corps to assign, train and promote its officers effectively, it is necessary that a classification system be designed which facilitates these processes. The Classification System in the Marine Corps has been developed

CHAPTER XIII

THE PROBLEM OF THE FUTURE

Without serious planning, previous study, training and preparation, the majority of people are inexperienced and inconsiderate. For the average person to manage the complex of the affairs adequately is more than one can expect; a person of average or average of ability and education then cannot contribute anything or not be undutiful. Before lack of training then is second, inexperience, there can be little hope of building a more very organization. The success of efforts intermittent for the average person are well investigated and the organization process is highly specialized. The people the management problem of keeping their interest alive and of concerning with business, industry, and the public service is extremely difficult and. This is, accordingly, a further preliminary problem, but it also involves a condition that requires the attendance of leadership who is not, necessarily, a specialist in business or industry but rather a person of a broad outlook.

For the further course of action, there are several its effects effectively, it is necessary that a dynamic-action system be designed which participates their movement. The circumstances which in the further have has been developed

as a result of a careful study, utilizing the generally accepted procedures for good job analysis, and the resultant process of classification. The classification of officers, in accordance with rank, provides a definite promotion hierarchy. The classification, in terms of types of appointment and duties performed, facilitates the selection process and simplifies the overall assignment of officer personnel to various activities of the Marine Corps. The classification in accordance with qualifications facilitates assignments and training; and, should mobilization become necessary, vastly simplifies expansion from a peacetime cadre to a full wartime Marine Corps.

For the Marine Corps to assure that its officers are highly competent to serve effectively in the event of future war, it is necessary that these officers be developed through intelligently planned rotation of assignments so that each officer may become qualified for advancement to positions of increasing responsibility. This is the heart of career management. It is here that any planned management of an officer's career must take place. The Marine Corps' present policies and procedures relative to the assignment of officers are oriented toward elimination of repeated assignments to the same duty unless specialization in a single Military Occupational Specialty is indicated. In implementing this program, the Marine Corps is attempting to broaden the experience of a certain group of its

[illegible]

officers (unrestricted) and specialize the experience and training of certain others (supply and limited duty officers). A career assignment pattern has been established as a guide in assigning and reassigning newly commissioned unrestricted officers. The program outlines a pattern of assignments over a period of twenty years; beyond this no particular pattern is visualized. Certain difficulties are being encountered on assignment of newly commissioned officers to a one year required tour of duty in infantry. This particular policy is "flooding" the infantry field in the Fleet Marine Forces and is affecting the assignment of all officers. The solution of this problem is not an easy one. The Marine Corps must reexamine its policy relative to this particular assignment. One solution involves a reconsideration of the ratio of "infantry officers" and "infantry commanders" to the other specialties (engineer, tank, artillery, amphibious tractor and communications), and to the available billets in the Fleet Marine Force to train these officers. A reexamination of the Marine Corps' policy relative to classification of unrestricted officers also is necessary.

In order to attract men of high caliber to the Marine Corps as a career, the pay, promotion and retirement benefits are important considerations. As a result of recent legislation, the pay scales of officer personnel in the Marine Corps have been adjusted upward. The present pay compares favorably with civilian jobs of comparable duties

and responsibilities, but the ranges of pay in the various officer grades are much narrower than in comparable civilian jobs. The officer is restricted to the pay of his grade and the outstanding officer is paid no more than the worst officer of the same grade. Periodic increases, based on years of service, are provided for, and officers receive a considerable increase each time they are promoted. Officers in the Marine Corps, while well paid, cannot expect to reach salaries equivalent to those paid to top bracket civilian workers and executives even if they attain the highest rank.

Of particular importance to all officers is the factor of promotion. The system of promotion for officers in the Marine Corps is a highly competitive process involving selection for promotion by "selection boards", followed by professional and physical examinations. The ratio of the legal allowances of officers in the various grades establishes a rank pyramid with a broad base and narrow apex, which makes impossible the promotion of all officers in a lower grade to the next higher grade. A promotional flow chart graphically illustrates the number of officers of a given group who might normally expect to reach various ranks. A report of an investigation of the careers of Marine officers commissioned in 1920 lends further evidence to the "up or out" aspects of promotion in the Marine Corps, and the limited number of officers who will normally attain high rank.

the responsibilities, the sin remains of part in the tragedy affiliation groups are much motivated. Here is memorable activism joys. The affiliator is motivated to the joy of his group and the independent affiliator is paid so more than the social affiliator of the same group. Periodic interviews, based on years of monitoring, are provided for, and affiliators receive a substantial increase each time they are promoted. Affiliators in the during Europe, while well paid, manned keepers to reach minimum equivalent to those paid to top levels affiliation workers and executives even if they attain the highest post.

Of particular importance to all affiliators is the factor of promotion. The system of promotion for affiliators in the Europe Europe is a highly competitive process involving examination for promotion by 'selection board', followed by interviews and physical examinations. The reality of the legal allowances of affiliators in the various groups although also a book written with a broad base not narrow view, while makes impossible the promotion of all affiliators in a larger group to the main higher grade. A promotions flow chart particularly illustrates the number of affiliators of a given grade who might conceivably expect to reach previous ranks. A report of an investigation of the morale of Europe affiliators mentioned in this issue further evidence to the joy or only impacts of promotion in the Europe Europe, but the limited number of affiliators who will materially attain high rank.

While some of the retirement provisions and benefits for officers are liberal, others force the "non-selected for promotion officer" out at an early stage, with severance pay only. The Marine Corps officer must remain physically fit, and under the "percentage of disability" provisions of the new law relative to retirement, the system is more restrictive than formerly. The idea behind the present law is that grievously disabled persons should receive proper compensation, while persons with little service and minor disabilities should receive correspondingly less pay.

An important element in any organization is the attitude of its personnel. Officers sampled in a recent survey consider a "technical" career inferior to an "operational" career. There was a feeling on the part of the officers who are now following a technical career but who would change to "operational" careers if they were to begin their careers over, that in "technical" careers there is less chance for advancement and less recognition. The majority of all officers sampled considered the attainment of high rank an important goal. The opportunity for family life is also a very important goal and the officers felt that they would not be able to spend as much time with their families as they would desire. The majority of the officers sampled intended to stay twenty or thirty years, and only one per cent did not intend to remain in the Marine Corps. A considerable larger percentage of officers believed they

Both sides of the controversy principally use Demetria for efficiency and *illness*, either under the 'commercialism' or 'personalism efficiency' and so on early stage, with interesting and only. The middle class efficiency must remain physically fit, and under the 'personalism of disability' provisions of the act is relatively to retirement, the system is more expensive than the industrial. The idea behind the pension is that in some psychiatrist disabled persons should receive extra compensation, while persons with little sickness and short disability periods should receive correspondingly less pay.

An important element in any organization in the efficiency of the industrial. Efficiency depends in a great deal on whether a 'technical' worker interacts to an 'industrial' worker. There was a feeling on the part of the officers who are now building a technical service that we would change to 'commercial' workers if they were to begin their careers over. Even in 'technical' careers there is less chance for promotion and less recognition. The majority of all efficiers should consider the efficiency as high-ranking on important goal. The responsibility for fatality lies in also a very important goal and the efficiers fail that they could not be able to speak to work time with their families as they avoid death. The majority of the efficiers emphasized loyalty to city family or family ties, and only one per cent did not intend to remain in the service long.

would attain the ranks of colonel and general than is theoretically possible under the present promotional system.

II. CONCLUSIONS

The general conclusions that can be drawn from the foregoing discussion are:

1. The Marine Corps has a well developed system of diversified sources of officer procurement and selection for initial entry.

2. The Marine Corps system of officer classification and the classification of jobs is sufficiently well developed to provide a framework for assignment, training and promotion. However, the policy relative to classifying all unrestricted officers in primary Military Occupational Specialties within only six occupational fields, while probably desirable, is difficult to accomplish practically.

3. The Marine Corps system of rotation of the assignment of officers is definitely an attempt to manage the careers of each individual officer in terms of the needs of the Marine Corps and the preferences and qualifications of the officers concerned. The policies and methods for implementing the program are sound and workable. They involve training in combat organizations, various staff headquarters and other activities, together with periodic service-conducted schooling as well as civilian college training. The present plan is relatively new and sufficient data are

would affect the value of network and planning when the inter-
mediate possible under the present manpower system.

II. Conclusions

The general conclusions that can be drawn from the
foregoing discussion are:

1. The review shows that a well developed system of
classified records of citizen performance and relationships
for initial entry.

2. The review shows review of citizen classification
and the classifications of jobs is sufficiently well developed
to provide a framework for manpower, assuming the system
time. However, the policy objective of eliminating all im-
personal officers in favorably military characteristics dis-
qualifies either only via nonmilitary traits, until eventually
implemented, is difficult to administer consistently.

3. The review shows review of relation of the existing
[illegible] of citizens to attempt to assign the
[illegible] of each individual citizen to [illegible] of the needs of
the Armed Forces and the performance and qualifications of
the effective manpower. The policies and methods the Selec-
ting the inductees now meet the conditions. That involve
[illegible] in number categories, [illegible] that manpower
and other resources, [illegible] with [illegible] [illegible]
[illegible] manpower requirements as well as existing military [illegible].
The research also is satisfactorily [illegible] and has [illegible]

not now available to reach specific conclusions relative to its adequacy. It does appear, however, that with certain modifications (covered earlier) the Marine Corps will be able to manage the careers of the majority of its officers, at least up to twenty years of service.

4. Pay, promotion and retirement are important "career" considerations. These factors, however, are regulated by law and are ones over which the Marine Corps has little control. The pay of an officer now compares favorably with similar jobs in civilian employment. The promotion process is considerably different from that in business and industry and involves "forced out" provisions. Some of these provisions, while seemingly ruthless in nature, are necessary in order to keep the general average age of Marine Corps officers young, to allow for more rapid advancement of the better qualified officers, and to prevent the military job from becoming a sinecure. The tenure of an officer, in other words, is not assured. The Retirement provisions, on the other hand, are liberal in many respects. Severance pay is paid to those who are separated early, and retired pay to those who may be retired at later stages of their career.

In the final analysis it may be said that, while the Marine Corps does not provide a career of permanent and assured tenure for all its officers, it does provide equal opportunity, the road is open from junior to top positions, and the economic security provided compares favorably with

and are available to their qualified successors relative to the adoptions. In some nations, however, that site operation qualifications (several employed) the course there will be able to change the scenario of the majority of its citizens, at least on a bounty basis of ownership.

In, the, potentials and activeness are important "average" accomplishments. These factors, however, are regulated by law and are some over which the rules there are limited methods. The use of an affiner are economic incentive with similar jobs in artifice mechanisms. The procedure process is successfully delivered from that is business and laughing and involve financial and controlled. Each of these practices, while generally existing to nature, are necessary in order to keep the general interior age of lesion during activities. In order to allow the more small economical of the higher qualified efforts, and to provide the military to the analog a standard. The tasks of an affiner, in other words, is not assured. The differences particular, on the other hand, are limited in many examples. Therefore only is paid to those who are successfully, and re-lined and to those who may be related at later stages of their career.

In the final analysis it may be said that, while the barter there does not provide a method of permanent and general income for all its citizens, it does provide equal opportunity. The road is such that people be the qualifiers, and the economic generally practical measures financially with

similar civilian positions. The Marine Corps is making a sincere effort to improve career planning and career possibilities, but it must be constantly borne in mind that for high morale it is necessary to consider the desires and ambitions of the individual officer as well as the needs of the service.

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APPENDICES

APPENDIX A

OFFICER OCCUPATIONAL FIELDS

U. S. MARINE CORPS

Code Symbol	Title
01	PERSONNEL AND ADMINISTRATION
02	INTELLIGENCE
03	INFANTRY
04	LOGISTICS
07	ANTIAIRCRAFT ARTILLERY
08	FIELD ARTILLERY
11	UTILITIES
12	ENGINEER
13	CONSTRUCTION AND EQUIPMENT
14	SURVEYING AND MAPPING
15	PRINTING AND REPRODUCTION
18	TANK AND AMPHIBIAN TRACTOR
21	WEAPONS REPAIR
22	FIRE CONTROL INSTRUMENT REPAIR
23	AMMUNITION AND EXPLOSIVE ORDNANCE DISPOSAL
25	OPERATIONAL COMMUNICATIONS
26	COMMUNICATION MATERIEL
27	ELECTRONICS

APPENDIX A

CATION DOCUMENTATION SYSTEM

H. S. NAVAL CORPS

SUBJECT CODE	TITLE
01	ENGINEERING AND ADMINISTRATION
02	INTELLIGENCE
03	INFANTRY
04	LOGISTICS
05	ARTILLERY/ARTILLERY
06	AIRCO ARTILLERY
07	ARTILLERY/ARTILLERY
08	INFANTRY
09	ENGINEERS
10	CONSTRUCTION AND EQUIPMENT
11	SUPPLYING AND MAINTAIN
12	TRAINING AND REORGANIZATION
13	ARMORED TRACTOR
14	NAVAL BATTLE
15	FIRE CONTROL INSTRUMENT REPAIR
16	ENGINEERS AND ECONOMY CONSERVE HIGHWAY
17	OPERATIONAL COMMUNICATIONS
18	COMMUNICATION MATERIEL
19	ATTACHMENTS

OFFICER OCCUPATIONAL FIELDS

U. S. MARINE CORPS (continued)

Code Symbol	Title
30	SUPPLY ADMINISTRATION, ACCOUNTING, AND STOCK CONTROL
31	SUPPLY PROCUREMENT, WAREHOUSING, SHIPPING, AND RECEIVING
32	SUPPLY SERVICES
33	FOOD SERVICES
34	DISBURSING
35	MOTOR TRANSPORT
36	STEWARD
40	MACHINE ACCOUNTING
41	POST EXCHANGE
43	PUBLIC INFORMATION
46	PHOTOGRAPHY
49	TRAINING AIDS
52	SPECIAL SERVICES
55	BAND
56	GUIDED MISSILE
57	CHEMICAL WARFARE AND RADIOLOGICAL SAFETY
58	SECURITY AND GUARD
64	AIRCRAFT MAINTENANCE AND REPAIR
65	AVIATION ORDNANCE

00	MINERAL RESOURCES
01	MINERAL ENGINEERING AND ASSAYS
02	GEOLOGY AND MINES
03	GEOLOGY GENERAL AND ENGINEERING WORKS
04	SCIENCE MISCELL
05	MATH
06	MAGNET MEASURES
07	ADVISING WORK
08	ENGINEERING
09	FACTOR INCORPORATION
10	LOCAL ENGINEER
11	MECHANICAL WOODWORKING
12	MECHANICS
13	MOTOR INVESTIGATION
14	DIMENSIONS
15	LOCO REPAIRS
16	SHAFT REPAIRS
17	SHAFT ENGINEERING' ENGINEERING' REPAIRS' AND REPAIRING
18	SHAFT PREPARATION' WOODWORKING' AND REPAIR AGENT

ACCOUNT CODE	ITEM

GRAIGON CONSOLIDATED LIMITED

P. O. BOX 1000 KIRKLAND LAKE (ONTARIO)

OFFICER OCCUPATIONAL FIELDS

U. S. MARINE CORPS (continued)

Code Symbol	Title
66	AVIATION ELECTRONICS
67	AIR CONTROL
68	AEROLOGY
69	AVIATION SYNTHETIC TRAINING DEVICES
70	AVIATION OPERATIONS AND INTELLIGENCE
71	FLIGHT EQUIPMENT
73	PILOT
99	IDENTIFICATION MOS'S

The above Officer Occupational Fields taken from MOS Manual. NAVMC 1008-PD, revised; U. S. Marine Corps, 1949.

OFFICE OCCUPATIONAL FIELDS

E. A. MARINE CORPS (continued)

Code Number	Title
66	AVIATION ELECTRONICS
67	AIR CONTROL
68	ASSAULTER
69	AVIATION ELECTRONIC TRAINING DEVICES
70	AVIATION OPERATIONS AND INTELLIGENCE
71	FLIGHT EQUIPMENT
72	PILOT
99	IDENTIFICATION NO'S

The above Office Occupational Fields taken from MOS Manual, Marine Corps 1020-29, revised; E. A. Marine Corps, 1969.

APPENDIX B

CATEGORIES OF OFFICER MILITARY OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS

A. CATEGORY I - MOS's suitable as the primary MOS of a regular unrestricted officer

CODE NO.	MOS TITLE
0301	BASIC INFANTRY OFFICER.
0302	INFANTRY OFFICER.
0801	BASIC FIELD ARTILLERY OFFICER.
0802	FIELD ARTILLERY OFFICER.
1301	BASIC ENGINEER OFFICER.
1302	ENGINEER OFFICER.
1801	BASIC TANK AND AMPHIBIAN TRACTOR OFFICER.
1802	TANK OFFICER.
1803	AMPHIBIAN TRACTOR OFFICER.
2501	BASIC COMMUNICATION OFFICER.
2502	COMMUNICATION OFFICER.
7301	BASIC PILOT (OFFICER).
7302	PILOT, VMF (OFFICER).
7303	PILOT, VMF (N) (OFFICER)
7304	PILOT, VMR (OFFICER).
9901	BASIC OFFICER.
9902	COLONEL.
9903	GENERAL OFFICER.

APPENDIX B

INFORMATION ON SPECIAL SYSTEMS

[illegible] INSTITUTIONAL MODELLING P. T. [illegible]

1. [illegible] models on the primary use of a regular monitoring system

Code No.	Sys. Title
0001	State Computer Systems.
0002	Industry Systems.
0003	State Mult. Institution Systems.
0004	Fire Protection Systems.
1001	State Criminal Systems.
1002	Criminal Systems.
1003	Multi State Law Enforcement Training Systems.
1004	Civil Systems.
1005	Criminal Justice Systems.
1006	State Transportation Systems.
1007	Transportation Systems.
1008	Motor Vehicle Systems.
1009	State, Fed. (Systems).
1010	State, Fed. (Systems).
1011	State, Fed. (Systems)
1012	State, Fed. (Systems).
1013	State Systems.
1014	Military.
1015	Medical Systems.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

B. CATEGORY II - MOS's suitable as the primary MOS of a regular limited duty officer

CODE NO.	MOS TITLE
0105	ADMINISTRATIVE OFFICER.
0110	PERSONNEL CLASSIFICATION AND ASSIGNMENT OFFICER.
0130	ADJUTANT.
0240	PHOTO-INTERPRETATION OFFICER.
0407	ORDNANCE OFFICER.
1110	UTILITIES OFFICER.
1310	ENGINEER EQUIPMENT OFFICER.
1360	CONSTRUCTION OFFICER.
1430	RELIEF MAPPING OFFICER.
1440	MAPPING OFFICER.
1510	PRINTING OFFICER.
1530	REPRODUCTION OFFICER.
2610	RADIO OFFICER.
2630	WIRE OFFICER.
2710	RADAR OFFICER.
3005	SUPPLY STATUS OFFICER.
3008	PUBLICATIONS DISTRIBUTION OFFICER.
3008	INDUSTRIAL RELATIONS OFFICER.
3010	UNIT SUPPLY OFFICER.
3015	GENERAL PROPERTY SUPPLY OFFICER.
3020	ORDNANCE SUPPLY OFFICER.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

B. CATEGORY II - MOS's suitable as the primary MOS of a regular limited duty officer (continued)

CODE NO.	MOS TITLE
3025	ENGINEER SUPPLY OFFICER.
3030	ELECTRONICS SUPPLY OFFICER.
3035	MOTOR TRANSPORT SUPPLY OFFICER.
3045	CLOTHING SUPPLY OFFICER.
3050	COMMISSARY SUPPLY OFFICER.
3060	AVIATION SUPPLY OFFICER.
3075	AUDIT AND INVENTORY OFFICER.
3080	PLANT ACCOUNT OFFICER.
3140	FREIGHT TRANSPORTATION OFFICER.
3150	PURCHASING AND CONTRACTING OFFICER.
3340	FOOD INSPECTOR.
3405	DISBURSING OFFICER.
3520	MOTOR TRANSPORT OFFICER.
4010	MACHINE ACCOUNTING OFFICER.
4130	POST EXCHANGE OFFICER.
6410	AIRCRAFT MAINTENANCE AND REPAIR OFFICER.
6510	AVIATION ORDNANCE OFFICER.
6610	AVIATION ELECTRONICS OFFICER.
6710	AIR CONTROL OFFICER.
6810	AEROLOGY OFFICER.
6910	AVIATION SYNTHETIC TRAINING DEVICES OFFICER.
7010	AVIATION INTELLIGENCE OFFICER.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

B. CATEGORY II - MOS's suitable as the primary MOS of a regular limited duty officer (continued)

CODE NO.	MOS TITLE
7040	OPERATIONS OFFICER, AIR FIELD.
7110	FLIGHT EQUIPMENT OFFICER.

C. CATEGORY III - MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer

0105	ADMINISTRATIVE OFFICER.
0110	PERSONNEL CLASSIFICATION AND ASSIGNMENT OFFICER.
0130	ADJUTANT.
0130	POSTAL OFFICER.
0210	COUNTERINTELLIGENCE OFFICER.
0230	INTELLIGENCE OFFICER.
0240	PHOTO-INTERPRETATION OFFICER.
0310	INFANTRY MARINE GUNNER.
0410	SHORE PARTY OFFICER.
0430	TRANSPORT QUARTERMASTER.
0440	LOGISTICS ADMINISTRATIVE OFFICER.
0710	ANTIAIRCRAFT ARTILLERY MARINE GUNNER.
0810	FIELD ARTILLERY MARINE GUNNER.
0840	NAVAL GUNFIRE OFFICER.
1110	UTILITIES OFFICER.
1310	ENGINEER EQUIPMENT OFFICER.
1360	CONSTRUCTION OFFICER.

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

C. CATEGORY III- MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer (continued)

CODE NO.	MOS TITLE
1430	RELIEF MAPPING OFFICER.
1440	MAPPING OFFICER.
1510	PRINTING OFFICER.
1530	REPRODUCTION OFFICER.
1810	TANK AND AMPHIBIAN TRACTOR MARINE GUNNER.
1840	TANK MAINTENANCE OFFICER.
1870	AMPHIBIAN TRACTOR MAINTENANCE OFFICER.
2110	WEAPONS REPAIR OFFICER.
2210	ANTIAIRCRAFT ARTILLERY FIRE CONTROL EQUIPMENT REPAIR OFFICER.
2230	OPTICAL INSTRUMENT AND TIMEPIECE REPAIR OFFICER.
2310	AMMUNITION OFFICER.
2330	EXPLOSIVE ORDNANCE DISPOSAL OFFICER.
2520	ASSISTANT COMMUNICATION OFFICER.
2610	RADIO OFFICER.
2630	WIRE OFFICER.
2710	RADAR OFFICER.
3005	SUPPLY STATUS OFFICER.
3006	PUBLICATIONS DISTRIBUTION OFFICER.
3007	SAFETY OFFICER.
3010	UNIT SUPPLY OFFICER.
3015	GENERAL PROPERTY SUPPLY OFFICER.

DEFENSIVE COUNTERMEASURES B. D. BATTLE CREEK (DEFENSIVE)

D. COMMAND (III- SUPP. REPORTS AS THE PERSONS FOR AT A
TARGETED REPORTS OF COORDINATED/DEFENSIVE
OFFICE (DEFENSIVE)

CODE NO.	CO. NAME
1200	ALLIED DEFENSE SYSTEMS.
1240	ALLIEDSYS SYSTEMS.
1260	ATLANTIC SYSTEMS.
1280	BLACKSTONE SYSTEMS.
1310	THE DEL ELECTRONICS SYSTEMS EASTER DEFENSE.
1340	THE ELECTRONICS SYSTEMS.
1360	GENERAL ELECTRONICS SYSTEMS.
1410	ELECTRONICS SYSTEMS.
1430	(DEFENSIVE) SYSTEMS AND COMMUNICATIONS SYSTEMS.
1460	SYSTEMS.
1480	NATIONAL INSTITUTE OF TECHNOLOGY STATE SYSTEMS.
1510	SYSTEMS.
1530	SYSTEMS SYSTEMS.
1560	SYSTEMS SYSTEMS.
1580	SYSTEMS.
1610	SYSTEMS.
1630	SYSTEMS.
1660	SYSTEMS.
1680	SYSTEMS.
1710	SYSTEMS.
1730	SYSTEMS.
1760	SYSTEMS.
1780	SYSTEMS.
1810	SYSTEMS.
1830	SYSTEMS.

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

C. CATEGORY III - MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer (continued)

CODE NO.	MOS TITLE
3020	ORDNANCE SUPPLY OFFICER.
3025	ENGINEER SUPPLY OFFICER.
3030	ELECTRONICS SUPPLY OFFICER.
3035	MOTOR TRANSPORT SUPPLY OFFICER.
3045	CLOTHING SUPPLY OFFICER.
3050	COMMISSARY SUPPLY OFFICER.
3060	AVIATION SUPPLY OFFICER.
3075	AUDIT AND INVENTORY OFFICER.
3080	PLANT ACCOUNT OFFICER.
3110	WAREHOUSING OFFICER.
3140	FREIGHT TRANSPORTATION OFFICER.
3160	PURCHASING AND CONTRACTING OFFICER.
3210	SALVAGE OFFICER.
3260	LAUNDRY OFFICER.
3270	AIR DELIVERY OFFICER.
3310	BAKERY OFFICER.
3340	FOOD DIRECTOR.
3360	MESS OFFICER.
3410	ASSISTANT DISBURSING OFFICER.
3510	MOTOR TRANSPORT MAINTENANCE OFFICER.
3520	MOTOR TRANSPORT OFFICER.

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

C. CATEGORY III - MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer (continued)

CODE NO.	MOS TITLE
3560	AMPHIBIAN TRUCK OFFICER.
3610	STEWARD OFFICER.
4010	MACHINE ACCOUNTING OFFICER.
4110	AUDITING OFFICER.
4130	POST EXCHANGE OFFICER.
4310	PUBLIC INFORMATION OFFICER.
4610	PHOTOGRAPHIC OFFICER.
4660	MOTION PICTURE PRODUCTION OFFICER.
4910	TRAINING AIDS OFFICER.
4960	RANGE OFFICER.
5208	CLUB MANAGER.
5210	CORRESPONDENCE SCHOOL OFFICER.
5230	SPECIAL SERVICES OFFICER.
5510	BAND OFFICER.
5610	MISSILE GUNNERY OFFICER.
5630	MISSILE GUIDANCE OFFICER.
5640	MISSILE PROPULSION OFFICER.
5710	CHEMICAL WARFARE AND RADIOLOGICAL SAFETY OFFICER.
5810	CORRECTIVE SERVICES OFFICER.
5840	MILITARY POLICE OFFICER.
5860	FIRE MARSHAL.

CONSTITUTIONAL INTERPRETATION B. D. MARTIN-DOWNS (CONTINUED)

D. LEGENDS (2) - WHITE INDIANS ON THE PRAIRIES THE EF D.
TRIBAL BELIEFS OF CONSTITUTIONAL MEANING
OLIVER (CONTINUED)

CODE NO.	SEC TITLE
3800	MINISTER SHORT SECTION.
3820	CONTRACT SECTION.
4100	CRIMINAL PROCEEDINGS SECTION.
4120	CRIMINAL CONTROL.
4140	THE CRIMINAL SECTION.
4160	CRIMINAL ENFORCEMENT SECTION.
4180	INTERPRETATION SECTION.
4200	ACTION SECTION INTERPRETATION SECTION.
4220	MEANING SECTION.
4400	PARTS SECTION.
4420	CLAIM SECTION.
4440	CONSTITUTIONAL SECTIONS SECTION.
4460	CRIMINAL CONTROL SECTION.
4480	RULE SECTION.
4500	CRIMINAL MEANING SECTION.
4520	CRIMINAL SECTIONS SECTION.
4540	CRIMINAL CONSTITUTION SECTION.
4560	"CRIMINAL" SECTION IN CONSTITUTIONAL SECTION SECTION.
4580	CONSTITUTIONAL CONTROL SECTION.
4600	CRIMINAL TRIBE SECTION.
4620	RULE SECTION.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

C. CATEGORY III - MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer (continued)

CODE NO.	MOS TITLE
6410	AIRCRAFT MAINTENANCE AND REPAIR OFFICER.
6510	AVIATION ORDNANCE OFFICER.
6610	AVIATION ELECTRONICS OFFICER.
6710	AIR CONTROL OFFICER.
6810	AEROLOGY OFFICER.
6910	AVIATION SYNTHETIC TRAINING DEVICES OFFICER.
7010	AVIATION INTELLIGENCE OFFICER.
7040	OPERATIONS OFFICER, AIR FIELD.
7110	FLIGHT EQUIPMENT OFFICER.

D. CATEGORY IV - MOS's suitable as the primary MOS of a regular supply duty only officer

3009	SUPPLY OFFICER.
3010	UNIT SUPPLY OFFICER.
3015	GENERAL PROPERTY SUPPLY OFFICER.
3020	ORDNANCE SUPPLY OFFICER.
3025	ENGINEER SUPPLY OFFICER.
3030	ELECTRONICS SUPPLY OFFICER.
3035	MOTOR TRANSPORT SUPPLY OFFICER.
3050	COMMISSARY SUPPLY OFFICER.
3060	AVIATION SUPPLY OFFICER.
3160	PURCHASING AND CONTRACTING OFFICER.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

D. CATEGORY IV - MOS's suitable as the primary MOS of a regular supply duty only officer (continued)

CODE NO.	MOS TITLE
3340	FOOD DIRECTOR.
3405	DISBURSING OFFICER.
3520	MOTOR TRANSPORT OFFICER.
9902	COLONEL.
9903	GENERAL OFFICER.

E. CATEGORY V - MOS's suitable as the primary MOS of a regular woman officer

0101	BASIC PERSONNEL AND ADMINISTRATION OFFICER.
0105	ADMINISTRATIVE OFFICER.
0110	PERSONNEL CLASSIFICATION AND ASSIGNMENT OFFICER.
0190	PERSONNEL RESEARCH OFFICER.
3001	BASIC SUPPLY ADMINISTRATION, ACCOUNTING, AND STOCK CONTROL OFFICER.
4001	BASIC MACHINE ACCOUNTING OFFICER.
4010	MACHINE ACCOUNTING OFFICER.
4301	BASIC PUBLIC INFORMATION OFFICER.
4310	PUBLIC INFORMATION OFFICER.
9901	BASIC OFFICER
9902	COLONEL.

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer

0106	AIDE-DE-CAMP.

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
0167	CIVIL AFFAIRS/MILITARY GOVERNMENT OFFICER.
0168	LEGAL OFFICER.
0169	NONTACTICAL UNIT OFFICER.
0170	PERSONNEL OFFICER, STAFF-1.
0180	SEA DUTY OFFICER.
0201	BASIC INTELLIGENCE OFFICER.
0205	RECONNAISSANCE OFFICER.
0271	LANGUAGE OFFICER, CHINESE.
0272	LANGUAGE OFFICER, JAPANESE.
0273	LANGUAGE OFFICER, DANISH.
0274	LANGUAGE OFFICER, GREEK.
0275	LANGUAGE OFFICER, ARABIC.
0276	LANGUAGE OFFICER, PERSIAN.
0277	LANGUAGE OFFICER, RUSSIAN.
0278	LANGUAGE OFFICER, TURKISH.
0291	LANGUAGE OFFICER, SPANISH.
0292	LANGUAGE OFFICER, ITALIAN.
0293	LANGUAGE OFFICER, FRENCH
0294	LANGUAGE OFFICER, PORTUGUESE.
0295	LANGUAGE OFFICER, GERMAN
0296	LANGUAGE OFFICER, NORWEGIAN.

CONTINUED: NEW ACQUISITIONS 3, 4, MORTON GRODY (CONTINUED)

4. CATALOGUE 13 - BOOKS AND PAMPHLETS ON THE HISTORY AND ART OF THE SOVIET SATELLITE COUNTRIES (CONTINUED)

BOOK NO.	AND TITLE
0160	STATE (POLAND)/POLITICS AND GOVERNMENT SATIRE.
0165	SOCIAL SATIRE.
0169	CONSTITUTIONAL CASE SATIRE.
0170	CONTROLS SATIRE, [illegible].
0180	THE ARTS SATIRE.
0201	STATE (CZECHOSLOVAKIA) SATIRE.
0202	CONSTITUTIONS SATIRE.
0221	LANGUAGE SATIRE, ROMANIA.
0230	LANGUAGE SATIRE, ALBANIA.
0239	LANGUAGE SATIRE, BULGARIA.
0274	LANGUAGE SATIRE, GREECE.
0275	LANGUAGE SATIRE, IRISH.
0277	LANGUAGE SATIRE, [illegible].
0279	LANGUAGE SATIRE, SPANISH.
0280	LANGUAGE SATIRE, [illegible].
0283	LANGUAGE SATIRE, [illegible].
0285	LANGUAGE SATIRE, ITALIAN.
0290	LANGUAGE SATIRE, [illegible]
0294	LANGUAGE SATIRE, NORWEGIAN.
0295	LANGUAGE SATIRE, SWEDISH.
0296	LANGUAGE SATIRE, [illegible].

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
0305	NAVAL AVIATION OBSERVER, TACTICAL.
0306	OPERATIONS AND TRAINING OFFICER, STAFF-3.
0401	BASIC LOGISTICS OFFICER.
0405	COMBAT SUPPORT OFFICER.
0406	LOGISTICS OFFICER, STAFF-4.
0701	BASIC ANTIAIRCRAFT ARTILLERY OFFICER.
0705	ANTIAIRCRAFT ARTILLERY OFFICER.
0706	LIGHT ANTIAIRCRAFT ARTILLERY OFFICER.
0707	HEAVY ANTIAIRCRAFT ARTILLERY OFFICER.
0708	SEARCHLIGHT OFFICER.
0805	NAVAL AVIATION OBSERVER, ARTILLERY.
0806	FIELD ARTILLERY OPERATIONS AND TRAINING OFFICER.
0807	FIELD ARTILLERY INTELLIGENCE OFFICER.
0808	SOUND RANGING OFFICER.
0809	ARTILLERY ROCKET OFFICER.
0870	FIELD ARTILLERY SURVEY OFFICER.
1101	BASIC UTILITIES OFFICER.
1301	BASIC CONSTRUCTION AND EQUIPMENT OFFICER.
1401	BASIC SURVEYING AND MAPPING OFFICER.
1405	MILITARY GEOLOGIST.
1501	BASIC PRINTING AND REPRODUCTION OFFICER.

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
2101	BASIC WEAPONS REPAIR OFFICER.
2201	BASIC FIRE CONTROL INSTRUMENT REPAIR OFFICER.
2301	BASIC AMMUNITION OFFICER.
2601	BASIC COMMUNICATION MATERIEL OFFICER.
2701	BASIC ELECTRONICS OFFICER.
3040	POST EXCHANGE SUPPLY OFFICER.
3101	BASIC PROCUREMENT, WAREHOUSING, SHIPPING, AND RECEIVING OFFICER.
3201	BASIC SUPPLY SERVICES OFFICER.
3205	GRAVES REGISTRATION OFFICER.
3301	BASIC FOOD SERVICES OFFICER.
3401	BASIC DISBURSING OFFICER.
3501	BASIC MOTOR TRANSPORT OFFICER.
3601	BASIC STEWARD OFFICER.
4101	BASIC POST EXCHANGE OFFICER.
4330	HISTORICAL OFFICER.
4340	RECRUITING OFFICER.
4601	BASIC PHOTOGRAPHIC OFFICER.
4901	BASIC TRAINING AND TRAINING AIDS OFFICER.
4905	TRAINING OFFICER.
5201	BASIC SPECIAL SERVICES OFFICER.
5205	ATHLETIC AND RECREATION OFFICER.

DEPARTMENTAL CONSERVATION W. C. A. BOARD CONTD. [CONTINUED]

X. DIRECTORY VI - LISTS NOT AVAILABLE ON THE DATABASE FOR DO NOT INCLUDE OTHER [CONTINUED]

CODE NO.	DOC NAME
4000	BOARD TRACKING BOARD BOTTOM.
4001	BOARD SIDE BOARDS INTERMEDIT BOARD BOTTOM.
4002	BOARD MANUFACTURE CANADA.
4003	BOARD MANUFACTURER GENERAL OFFICE.
4004	BOARD BLACKWOODS OFFICE.
4040	BOARD ELECTRONIC SERVICE OFFICE.
4101	BOARD MANUFACTURER, MANUFACTURE, MILLWORK, AND BUILDING BOARDS.
4201	BOARD MOBILE SERVICE CENTRE.
4202	BOARD INSTITUTIONS CENTRE.
4301	BOARD SHOP CENTRES OFFICE.
4401	BOARD ECONOMICS OFFICE.
4501	BOARD SHOP TRADING CENTRE.
4601	BOARD CENTRE OFFICE.
4101	BOARD LOCK SERVICE CENTRE.
4200	ELECTRICAL OFFICE.
4240	ELECTRICS CENTRE.
4401	BOARD INTERMEDIATE OFFICE.
4501	BOARD TRACKING AND BOARDING SERVICE OFFICE.
4600	BOARDING OFFICE.
4601	BOARD CENTRAL SERVICE CENTRE.
4000	CONTACTS AND RESOURCES OFFICE.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
5206	EDUCATION AND PERSONAL AFFAIRS OFFICER.
5207	SEPARATION AND CIVIL READJUSTMENT OFFICER.
5501	BASIC BAND OFFICER.
5601	BASIC GUIDED MISSILE OFFICER.
5605	ORDNANCE ENGINEER (PG).
5606	ELECTRONICS ENGINEER (PG).
5701	BASIC CHEMICAL WARFARE AND RADIOLOGICAL SAFETY OFFICER.
5801	BASIC SECURITY AND GUARD OFFICER.
5805	PROVOST MARSHAL.
6401	BASIC AIRCRAFT MAINTENANCE AND REPAIR OFFICER.
6405	AERONAUTICAL ENGINEER.
6501	BASIC AVIATION ORDNANCE OFFICER.
6601	BASIC AVIATION ELECTRONICS OFFICER.
6701	BASIC AIR CONTROL OFFICER.
6720	GROUND CONTROLLED APPROACH OFFICER.
6801	BASIC AEROLOGY OFFICER.
6805	AEROLOGICAL ENGINEER.
6901	BASIC AVIATION SYNTHETIC TRAINING DEVICES OFFICER.
7001	BASIC AVIATION OPERATIONS AND INTELLIGENCE OFFICER.
7101	BASIC FLIGHT EQUIPMENT OFFICER.

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
7331	PILOT VMA (OFFICER).
7332	PILOT VMF (OFFICER).
7333	PILOT VMF (JET) (OFFICER).
7334	PILOT VMO (OFFICER).
7335	PILOT VMR (OFFICER).
7377	INSTRUMENT FLIGHT INSTRUCTOR (OFFICER).
7379	TEST PILOT (OFFICER).
7381	LANDING SIGNAL OFFICER.
7383	FORWARD AIR CONTROLLER.
7384	AIR SUPPORT CONTROL OFFICER.
7386	AIR DEFENSE CONTROL OFFICER.
7393	AVIATION OPERATIONS OFFICER, STAFF-3.
7395	AVIATION LOGISTICS OFFICER, STAFF-4.
9905	SPECIAL ASSIGNMENT OFFICER.

The above MOS Code Numbers and Titles from MOS Manual. NAVPC 1008-PD, revised; U. S. Marine Corps, 1949. pp. 403 to 405.

NOTEBOOKS, PERSONAL (U.S., JAPAN, CHINA, TAIWAN, SINGAPORE)

U. CHRONOLOGY VI - PORTA-PAK PORTABLES AS THE PRIMARY USE OF NOTEBOOKS (CONTINUED)

YEAR	NOTEBOOK
1981	Epson PX (Portable).
1982	Epson TX (Portable).
1983	Epson PX-16 (LCD) (Portable).
1984	Epson HX (Portable).
1985	Epson PX (Portable).
1987	Hewlett-Packard Kobuk Subnotebook (Portable).
1989	Epson Stylus (Portable).
1991	Toshiba Libretto 100CT.
1992	Toshiba Air Notebook.
1994	AST Ultrex Pentium Notebook.
1995	Dell Inspiron Pentium Notebook.
1996	Fujitsu Stylistic Pentium, Pentium.
1997	Vaio Pentium Notebook, Pentium.
1998	Sony Pentium Notebook Series.

The above are data compiled and typed from the Hayes Notebook Guide 1988-91, revised 8. 7. Hayes Corp, 1991, pp. 102 to 400.

APPENDIX C

OFFICER SCHOOLS AND COURSES

TOP LEVEL

SCHOOL OR COURSE

National War College

Armed Forces Staff College

Industrial College of the Armed Forces

Naval War College (Senior Course)

Naval War College (Logistics Course)

HIGH LEVEL

Amphibious Warfare School, Senior Course

Command and General Staff College

- Department of Operations and Training
- Department of Personnel
- Department of Intelligence
- Department of Logistics

Air War College

INTERMEDIATE LEVEL

Amphibious Warfare School, Junior Course

Air Command and Staff School

ADMINISTRATIVE

Postgraduate Personnel Administration and Training

Management and Industrial Engineering

Methods Analysis

Naval Justice

OFFICER SCHOOLS AND COURSES

TOP LEVEL

SCHOOL OR COURSE

National War College

Armed Forces Staff College

Industrial College of the Armed Forces

Naval War College (Senior Course)

Naval War College (Logistics Course)

HIGH LEVEL

Amphibious Warfare School, Senior Course

Command and General Staff College

Department of Operations and Training

Department of Personnel

Department of Intelligence

Department of Logistics

Air War College

INTERMEDIATE LEVEL

Amphibious Warfare School, Junior Course

Air Command and Staff School

ADMINISTRATIVE

Postgraduate Personnel Administration and Training

Management and Industrial Engineering

Methods Analysis

Naval Justice

OFFICER SCHOOLS AND COURSES (continued)

ADMINISTRATIVE (continued)

SCHOOL OR COURSE

Postgraduate Law

Sea Duty Indoctrination

Machine Records Officer

FLIGHT

Naval Air All Weather Flight

Landing Signal Officer

Ground Control Approach

A-2 Tactical Air Control

Applied Aerology

Aerial Photographic Officer

INFANTRY

Advanced Infantry Officers

The Basic School

INTELLIGENCE

Strategic Intelligence

Air Intelligence Officer

Language Courses (Officer)

Intelligence Course, Fort Riley

Aerial Photographic Interpretation

Photogrammetric Course

Counterintelligence

OFFICER ACCESS AND SOURCE (continued)

ADMINISTRATIVE (continued)

SCHOOL OF SUPPLY

Postgraduate Law

Sea Duty Indoctrination

Machine Records Officer

PILOT

Naval Air All Weather Flight

Landing Signal Officer

Ground Control Approach

A-6 Tactical Air Control

Squiadron Aerology

Aerial Photographic Officer

INFANTRY

Advanced Infantry Officers

The Basic School

INTELLIGENCE

Strategic Intelligence

Air Intelligence Officer

Language Courses (Officer)

Intelligence Course, Fort Ritz

Aerial Photographic Interpretation

Photogrammetric Course

Counterintelligence

OFFICER SCHOOLS AND COURSES (continued)

PUBLIC INFORMATION

SCHOOL OR COURSE

Armed Forces Information School

CHEMICAL WARFARE

Chemical Warfare, Radiological Safety and Associated Subjects, Edgewood, Md.

Chemical Warfare, Radiological Safety and Associated Subjects, Treasure Island, California.

ARTILLERY

Artillery Advanced

Artillery Basic

Joint Army-Navy Guided Missiles

Postgraduate Ordnance Engineering (Guided Missile Guidance)

Postgraduate Ordnance Engineering (Jet Propulsion)

Air Observation

ELECTRONICS

Communications Officers School

Aviation Electronics

Postgraduate Electronics Engineering

Advanced Signal Officers

Electronics Maintenance

ENGINEERING

Engineer Officers Advanced

Engineer Officers Basic

Postgraduate Aeronautical Engineering (Armament)

Postgraduate Aeronautical Engineering

OFFICER SOURCE AND COURSES (continued)

FINAL INFORMATION

SCHOOL OF SOURCE

Naval Forces Information School

CHEMICAL WARFARE

Chemical Warfare, Radiological Safety and Associated Subjects, Edgewood, Md.

Chemical Warfare, Radiological Safety and Associated Subjects, Treasure Island, California.

ARTILLERY

Artillery Advanced

Artillery Basic

Joint Army-Navy Guided Missiles

Postgraduate Ordnance Engineering (Guided Missile Guidance)

Postgraduate Ordnance Engineering (Jet Propulsion)

Air Observation

ELECTRONICS

Communications Officers School

Aviation Electronics

Postgraduate Electronics Engineering

Advanced Signal Officers

Electronics Maintenance

ENGINEERING

Engineer Officers Advanced

Engineer Officers Basic

Postgraduate Aeronautical Engineering (Aerospace)

Postgraduate Aeronautical Engineering

OFFICER SCHOOLS AND COURSES (continued)

ORDNANCE

SCHOOL OR COURSE

Explosive Ordnance Disposal

TANK AND AMPHIBIAN TRACTOR

Armored Cavalry Officers Advanced

Armored Cavalry Officers Basic

SUPPLY

Subsistence Course

Automotive Mechanics

Officers Supply Administration

Accountable Officers

Postgraduate Textile Engineering

Cargo Handling, Rail and Ocean Traffic

Postgraduate Business Administration

The above schools and courses taken from Marine Corps General Order No. 42, dated September 26, 1949.

OFFICE HOURS AND CONTACT (continued)

CONTACT

SCHOOL OR TEACHER

Individual Conference (Report)

TYPE OF ACTIVITY DURING CONTACT

Approved Learning Difficulty Addressed

Approved Learning Difficulty Basis

RESULT

Behavior Change

Achievement Improvement

Difficulty Simply Administration

Appropriate Difficulty

Performance Testing Implicating

Cargo Handling, Rail and Cargo Traffic

Performance Testing Administration

The above schools and courses taken from Marine Engineer General Order No. 10, dated September 20, 1960.